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ABSTRACT

This document contains a compendium of research on the recruitment of college-educated personnel. The objectives of this publication are to help individuals involved in recruitment learn the research findings of studies conducted in the field and to provide guidance to researchers in the field regarding areas needing study. The introduction explains the organization of this publication and is followed by: (1) an outline of the recruitment topics covered by this summary of research; (2) an index of topics from the outline; (3) an overall summary of the findings reported in the research abstracts; and (4) a brief discussion of areas in the field that appear to need additional research. The majority of this publication consists of 78 one-page research abstracts arranged alphabetically by author. Each abstract summarizes a different study conducted in the field. For each abstract, the title of the study, author, and publication source are listed. The remainder of the abstract briefly summarizes the problem, methodology, and major results of the study. The studies abstracted in this publication were conducted either to identify impressions and preferences regarding recruiters and recruitment practices; investigate the nature of the process used by job seekers to evaluate potential employers and jobs, determine the relative importance of various factors considered by job seekers in evaluating employers and jobs; or examine the influence of various factors on employment decisions of job seekers. While studies published through July 1983 are included in this review, plans to periodically update this publication are discussed. (NB)

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REVIEW OF RESEARCH

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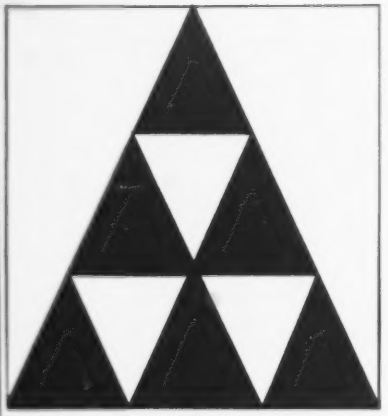

PART III

Recruitment

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REVIEW OF RESEARCH: PART III

RECRUITMENT

by

Roland B. Guay

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* * * * * * * * * * THE AUTHOR * * * * * * * * * *

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* *

INTRODUCTION

This compendium of research on the recruitment of college-educated personnel is the result of an initiative by the College Placement Council (CPC). CPC was concerned about the lack of up-to-date reviews of research in the field and the adverse impact this could ultimately have on the effectiveness of programs and practices used for employing graduates of institutions of higher education. In response to this concern, the CPC Foundation supported the preparation of this publication.

The objectives of the publication are to (1) help individuals involved in recruitment learn what has been found by the numerous studies conducted in the field, and (2) provide guidance to those individuals interested in doing research in the field regarding areas needing additional study.

The CPC Foundation plans to update this publication periodically to make sure that an up-to-date resource on research in the field is available to the many people who could profit from this information. The loose-leaf format will make it easy to insert new materials. This new material will serve either as an addition to existing materials or as a replacement for existing materials considered out-of-date.

RESEARCH ABSTRACTS

One-page research abstracts make up the majority of this publication. Each abstract summarizes a different study conducted in the field. At the top of the abstract the title of the study, the author(s), and the publication source are listed. The remainder of the abstract briefly summarizes the problem, methods (i.e., participants, instrumentation, and procedures), and major results of the study.

The results are presented in a simple manner so that they are understandable to individuals without statistical training. Statements such as "job attractiveness was found to be related to the probability of obtaining job outcomes" should be interpreted as saying that the two variables are significantly related. However, the reader should be aware that the criteria for significance vary from study to study.

The abstracts are arranged alphabetically by author. This ordering is used primarily to facilitate adding new abstracts to this publication in the future.

SOURCE OF THE ABSTRACTED STUDIES

The source of studies for this summary of research is limited to published research articles and monographs. The published studies considered for inclusion are not restricted to those from any particular journals or time period. As a result, a wide range of journals and dates is reflected by the studies summarized.

The search for studies involved the use of both printed and computerized abstracting and indexing services. Most of the abstracted studies were found, however, by simply following up on references cited in other studies.

CRITERIA FOR SELECTING THE ABSTRACTED STUDIES

Three major criteria were used to select the studies summarized in this publication. Selected studies had to meet all three criteria listed below:

1. The research problem is closely related to at least one recruitment topic covered by the publication;

2. The findings appear to have a reasonable level of research validity; and

3. The findings contribute to the advancement of knowledge in the field.

ORGANIZATION OF THIS PUBLICATION

The research abstracts are placed at the end of this publication. Four other sections precede the abstracts, immediately following this introduction. These four sections appear in the following order:

-- An outline of the recruitment topics covered by this summary of research.

-- An index that lists topics from the outline. Under each topic the author(s) and date of each study relating to that topic are listed alphabetically by author. Many studies are listed under more than one topic.

-- A brief overall summary of the findings reported in the research abstracts.

-- A brief discussion of areas in the field that appear to need additional research.

Plans are to replace these four sections each time the publication is updated.

Suggestions regarding ways to improve the usefulness of this publication are welcomed, along with suggestions of studies that probably should be added when the publication is updated. Please send these suggestions to the CPC Foundation.

TOPICS COVERED BY THIS SUMMARY OF RESEARCH

The studies abstracted in this publication were conducted either to identify impressions and preferences regarding recruiters and recruitment practices; investigate the nature of the process used by job seekers to evaluate potential employers and jobs; determine the relative importance of various factors considered by job-seekers in evaluating employers and jobs; or examine the influence of various factors on employment decisions of job-seekers. A detailed outline of the specific topics covered by this summary of research is presented below:

A. IMPRESSIONS AND PREFERENCES REGARDING RECRUITERS AND RECRUITMENT PRACTICES.

B. NATURE OF THE PROCESS USED BY JOB-SEEKERS TO EVALUATE POTENTIAL EMPLOYERS AND JOBS.

C. RELATIVE IMPORTANCE OF VARIOUS FACTORS CONSIDERED BY JOB-SEEKERS IN EVALUATING EMPLOYERS AND JOBS.

1. Type of Work (e.g., nature and variety of tasks)
2. Social Value of the Work
3. Responsibility, Challenge, and Freedom
4. Opportunity to Use Abilities
5. Opportunity for Self-Development (e.g., training)
6. Advancement Opportunity
7. Hours of Work
8. Physical Working Conditions
9. Interpersonal Working Conditions
10. Salary
11. Fringe Benefits
12. Job Security
13. Size of the Organization
14. Employer and Job Prestige
15. Work Location
16. Employer Recruitment Practices
17. Advice from Significant Others

D. INFLUENCE OF VARIOUS FACTORS ON EMPLOYMENT DECISIONS OF JOB-SEEKERS

1. Recruiting Practices
   a. Recruiters and Interviews
   b. Job Previews
   c. Time Delays
   d. Communications

2. Job Characteristics

INDEX

This publication includes abstracts of 78 studies published through July 1983. The studies are listed in this index.

A. IMPRESSIONS AND PREFERENCES REGARDING RECRUITERS AND RECRUITMENT PRACTICES

ECPO Research and Projects Committee, 1979
Fusilier and Hoyer, 1980
Hilgert and Eason, 1968
Rogers and Sincoff, 1978
Rosenbaum, 1973
Schmitt and Coyle, 1976
Sutton and Carleton, 1962
Sutton and Carleton, 1964
Swails and Pitts, 1982

B. NATURE OF THE PROCESS USED BY JOB-SEEKERS TO EVALUATE POTENTIAL EMPLOYERS AND JOBS

Ford, Huber, and Gustafson, 1972
Glueck, 1974
Greenhaus, Sugalski, and Crispin, 1978
Huber, Daneshgar, and Ford, 1971
Lawler, Kuleck, Rhode, and Sorensen, 1975
Muchinsky and Taylor, 1976
Rose, 1976
Sheard, 1970
Sheridan, Richards, and Slocum, 1975
Stahl and Harrell, 1981
Strand, Levine, and Montgomery, 1981
Swinth, 1976
Tom, 1971
Vroom, 1966

C. RELATIVE IMPORTANCE OF VARIOUS FACTORS CONSIDERED BY JOB-SEEKERS IN EVALUATING EMPLOYERS AND JOBS

1. Type of Work

Barmeier and Kellar, 1957
Barnhart, 1971
Behling and Rodkin, 1969
Berdie, 1943
Bradshaw, 1966-67
Burton, 1975
Carpenter and Strawser, 1970
Catalanello, Wegener, and Zikmund, 1978

Chant, 1933
Corren, 1962
Dickinson, 1953
Dickinson, 1954
Directors and Doctors, 1973
Jaeger, 1955
Jurgensen, 1947
Jurgensen, 1948
Jurgensen, 1978
Krausz and Zedeck, 1981
Lee, 1970
Lumsden, 1967
Mollica, 1969-70
Muchinsky and Taylor, 1976
Posner, 1981
Ryans and Hise, 1967
Schreier, 1981
Wangeman and Ryan, 1957

2. **Social Value of the Work**

Berdie, 1943
Catalanello, Wegener, and Zikmund, 1978
Chant, 1933
Directors and Doctors, 1973
Feldman and Arnold, 1978
Jaeger, 1955
Krausz and Zedeck, 1981
Muchinsky and Taylor, 1976
Schreier, 1981

3. **Responsibility, Challenge, and Freedom**

Behling and Rodkin, 1969
Berdie, 1943
Burton, 1975
Chant, 1933
Deunk, 1957
Feldman and Arnold, 1978
Huseman, Hatfield, and Robinson, 1978
Jantz, 1972
Johnson and Simonson, 1970
Krausz and Zedeck, 1981
Mollica, 1969-70
Muchinsky and Taylor, 1976
Posner, 1981
Reardon, 1980
Schreier, 1981
Wright, 1983

4. Opportunity to Use Abilities
   Feldman and Arnold, 1978
   Jantz, 1972
   Kohn, 1975
   Krausz and Zedeck, 1981
   Lumsden, 1967
   Muchinsky and Taylor, 1976
   Posner, 1981

5. Opportunity for Self-Development
   Berdie, 1943
   Burton, 1975
   Carpenter and Strawser, 1970
   Chant, 1933
   Deunk, 1957
   Jaeger, 1955
   Jantz, 1972
   Johnson and Simonson, 1970
   Krausz and Zedeck, 1981
   Lee, 1970
   Muchinsky and Taylor, 1976
   Posner, 1981
   Reardon, 1980
   Ryans and Hise, 1967
   Schreier, 1981
   Strand, Levine, and Montgomery, 1981
   Wangeman and Ryan, 1957
   Wright, 1983

6. Advancement Opportunity
   Alderfer and McCord, 1970
   Barmeier and Kellar, 1957
   Barnhart, 1971
   Berdie, 1943
   Bradshaw, 1966-67
   Burton, 1975
   Carpenter and Strawser, 1970
   Catalanello, Wegener, and Zikmund, 1978
   Chant, 1933
   Corren, 1962
   Dickinson, 1953
   Dickinson, 1954
   Directors and Doctors, 1973
   Huseman, Hatfield, and Robinson, 1978
   Jaeger, 1955
   Johnson and Simonson, 1970
   Jurgensen, 1947
   Jurgensen, 1948
   Jurgensen, 1978

Kohn, 1975
Krausz and Zedeck, 1981
Lumsden, 1967
Muchinsky and Taylor, 1976
Osner, 1981
Reardon, 1980
Ryans and Hise, 1967
Schreier, 1981
Wangeman and Ryan, 1957

7. **Hours of Work**
   Berdie, 1943
   Chant, 1933
   Directors and Doctors, 1973
   Feldman and Arnold, 1978
   Jurgensen, 1947
   Jurgensen, 1948
   Jurgensen, 1978

8. **Physical Working Conditions**
   Berdie, 1943
   Burton, 1975
   Carpenter and Strawser, 1970
   Chant, 1933
   Coleman, Siegel, and Sateja, 1977
   Dickinson, 1953
   Dickinson, 1954
   Jurgensen, 1947
   Jurgensen, 1948
   Jurgensen, 1978
   Ryans and Hise, 1967
   Schreier, 1981
   Wright, 1983

9. **Interpersonal Working Conditions**
   Berdie, 1943
   Burton, 1975
   Carpenter and Strawser, 1970
   Chant, 1933
   Coleman, Siegel, and Sateja, 1977
   Corren, 1962
   Dickinson, 1953
   Dickinson, 1954
   Jurgensen, 1947
   Jurgensen, 1948
   Jurgensen, 1978
   Krausz and Zedeck, 1981
   Lumsden, 1967
   Muchinsky and Taylor, 1976

Posner, 1981
Schreier, 1981

10. Salary
Alderfer and McCord, 1970
Barmeier and Kellar, 1957
Barnhart, 1971
Berdie, 1943
Burton, 1975
Carpenter and Strawser, 1970
Catalanello, Wegener, and Zikmund, 1978
Chant, 1933
Corren, 1962
Deunk, 1957
Dickinson, 1953
Dickinson, 1954
Directors and Doctors, 1973
Feldman and Arnold, 1978
Huseman, Hatfield, and Robinson, 1978
Jaeger, 1955
Johnson and Simonson, 1970
Jurgensen, 1947
Jurgensen, 1948
Jurgensen, 1978
Kohn, 1975
Krausz and Zedeck, 1981
Lee, 1970
Lumsden, 1967
Muchinsky and Taylor, 1976
Posner, 1981
Reardon, 1980
Ryans and Hise, 1967
Schreier, 1981
Strand, Levine, and Montgomery, 1981
Wangeman and Ryan, 1957

11. Fringe Benefits
Burton, 1975
Carpenter and Strawser, 1970
Dickinson, 1953
Dickinson, 1954
Directors and Doctors, 1973
Feldman and Arnold, 1978
Huseman, Hatfield, and Robinson, 1978
Johnson and Simonson, 1970
Jurgensen, 1947
Jurgensen, 1948
Jurgensen, 1978
Lee, 1970

Posner, 1981
Reardon, 1980
Ryans and Hise, 1967
Schreier, 1981
Wright, 1983

12. **Job Security**
Berdie, 1943
Burton, 1975
Carpenter and Strawser, 1970
Chant, 1933
Coleman, Siegel, and Sateja, 1977
Deunk, 1957
Dickinson, 1953
Dickinson, 1954
Jaeger, 1955
Johnson and Simonson, 1970
Jurgensen, 1947
Jurgensen, 1948
Jurgensen, 1978
Krausz and Zedeck, 1981
Lee, 1970
Mollica, 1969-70
Muchinsky and Taylor, 1976
Posner, 1981
Reardon, 1980
Ryans and Hise, 1967
Schreier, 1981

13. **Size of the Organization**
Mollica, 1969-70
Posner, 1981
Schreier, 1981
Sheard, 1970
Wangeman and Ryan, 1957

14. **Employer and Job Prestige**
Behling and Rodkin, 1969
Berdie, 1943
Bradshaw, 1966-67
Burton, 1975
Carpenter and Strawser, 1970
Deunk, 1957
Directors and Doctors, 1973
Huseman, Hatfield, and Robinson, 1978
Johnson and Simonson, 1970
Jurgensen, 1947
Jurgensen, 1948
Jurgensen, 1978

Kohn, 1975
Krausz and Zedeck, 1981
Lee, 1970
Lumsden, 1967
Mollica, 1969-70
Posner, 1981
Reardon, 1980
Ryans and Hise, 1967
Schreier, 1981
Wangeman and Ryan, 1957

15. **Work Location**
Barmeier and Kellar, 1957
Barnhart, 1971
Burton, 1975
Carpenter and Strawser, 1970
Corren, 1962
Deunk, 1957
Directors and Doctors, 1973
Huseman, Hatfield, and Robinson, 1978
Jaeger, 1955
Johnson and Simonson, 1970
Kohn, 1975
Lee, 1970
Lumsden, 1967
Mollica, 1969-70
Posner, 1981
Reardon, 1980
Ryans and Hise, 1967
Schreier, 1981
Wangeman and Ryan, 1957

16. **Employer Recruitment Practices**
Alderfer and McCord, 1970
Barnhart, 1971
Behling, Friedman, and Jankura, 1968
Kohn, 1975
Lee, 1970
Mollica, 1969-70
Wangeman and Ryan, 1957

17. **Advice From Significant Others**
Barnhart, 1971
Behling, Friedman, and Jankura, 1968
Behling and Rodkin, 1969
Wangeman and Ryan, 1957

D. INFLUENCE OF VARIOUS FACTORS ON EMPLOYMENT DECISIONS OF JOB-SEEKERS

1. Recruiting Practices

a. Recruiters and Interviews

Alderfer and McCord, 1970
Campion, 1980
Fisher, Ilgen, and Hoyer, 1979
Glueck, 1973
Herriot and Rothwell, 1981
Marks, 1967
Rogers and Sincoff, 1978
Rowe, 1976
Rynes and Miller, 1983
Schmitt and Coyle, 1976
Wheeler, 1967

b. Job Previews

Farr, O'leary, and Bartlett, 1973
Reilly, Brown, Blood, and Malatesta, 1981
Reilly, Tenopyr, and Sperling, 1979
Wanous, 1973
Weitz, 1956
Zaharia and Baumeister, 1981

c. Time Delays

Arvey, Gordon, Massengill, and Mussio, 1975
Gelardi, 1964

d. Communications

Herriot and Rothwell, 1981
Ivancevich and Donnelly, 1971

2. Job Characteristics

Catalanello, Wegener, and Zikmund, 1978
Feldman and Arnold, 1978
Fisher, Ilgen, and Hoyer, 1979
Gelardi, 1964
Johnson and Strother, 1960
Richardson, 1966
Rynes and Miller, 1983
Strand, Levine, and Montgomery, 1981

OVERALL SUMMARY OF THE FINDINGS

The major findings of the abstracted studies listed under each index heading are summarized in this section.

A. IMPRESSIONS AND PREFERENCES REGARDING RECRUITERS AND RECRUITMENT PRACTICES

Research by Fusilier and Hoyer (1980) and Rosenbaum (1973) identifies factors that may contribute to the feeling among job applicants that a particular selection procedure is an invasion of their privacy. The study by Rogers and Sincoff (1978) provides data suggesting that recruiter age and title have an impact on job-seeker evaluations of employers.

B. NATURE OF THE PROCESS USED BY JOB-SEEKERS TO EVALUATE POTENTIAL EMPLOYERS AND JOBS

Support for the notion that job-seeker evaluations of employers and jobs are largely a function of the perception that particular employers and jobs may lead to the attainment of valued job goals/outcomes is provided through research by Greenhaus, Sugalski, and Crispen (1978), Lawler, Kuleck, Rhode, and Sorensen (1975), Muchinsky and Taylor (1976), Sheard (1970), Sheridan, Richards, and Slocum (1975), and Vroom (1966).

C. RELATIVE IMPORTANCE OF VARIOUS FACTORS CONSIDERED BY JOB-SEEKERS IN EVALUATING EMPLOYERS AND JOBS

C.1. Type of Work

Nearly half of the abstracted studies on this topic (e.g., Behling and Rodkin, 1969; Carpenter and Strawser, 1970; Dickinson, 1953, 1954; Jaeger, 1955; Lee, 1970; Ryans and Hise, 1967) report findings to support the idea that job-seekers consider the type of work as being more important than most other factors in evaluating employers or jobs. Research by Jurgensen (1947, 1948, 1978) provides data suggesting that the relative importance of the type of work is greater among women than among men.

C.2. Social Value of the Work

The results of all the studies except one examining the relative importance of this factor suggest that job-seekers consider social value of the work as relatively unimportant when compared to other

factors in making organizational- or job-selection decisions. The study by Krausz and Zedeck (1981) provides data indicating that job-seekers consider social value of the work as moderately important in evaluating potential employers.

C.3. Responsibility, Challenge, and Freedom

Four studies present findings suggesting that job-seekers consider the factor "challenge" as being more important than most other factors in evaluating employers or jobs. These studies were conducted by Behling and Rodkin (1969), Mollica (1969-70), Muchinsky and Taylor (1976), and Posner (1981). The other 12 studies lend little support for the relative importance of either challenge, responsibility, or freedom.

C.4. Opportunity to Use Abilities

Only the research by Jantz (1972) and Posner (1981) provides evidence indicating that job-seekers weigh the opportunity to use abilities more than most other factors in evaluating employers or jobs.

C.5. Opportunity for Self-Development

Of the 18 studies that examined this factor, only four report findings to suggest that job-seekers consider self-development opportunity as being more important than most other factors in making organizational- or job-selection decisions. These four studies were conducted by Krausz and Zedeck (1981), Muchinsky and Taylor (1976), Posner (1981), and Schreier (1981).

C.6. Advancement Opportunity

Eleven of the 28 abstracted studies investigating the relative importance of this factor report results suggesting that job-seekers weigh advancement opportunity more than most other factors in selecting an employer or a job. Most notable among these are the studies by Carpenter and Strawser (1970), Johnson and Simonson (1970), Lumsden (1967), Ryans and Hise (1967), and Schreier (1981).

C.7. Hours of Work

All the studies examining the relative importance of this factor found that job-seekers consider hours of work as relatively unimportant when compared to other factors in evaluating potential employing organizations or jobs.

C.8. Physical Working Conditions

The research by Dickinson (1953) and Ryans and Hise (1967) provides results suggesting that job-seekers consider physical working conditions as moderately important in making organizational- or job-choice decisions. All other studies present data suggesting that the factor "physical working conditions" is relatively unimportant in the decision process.

C.9. Interpersonal Working Conditions

Findings to suggest that interpersonal working conditions are moderately important in making employment decisions are presented by Dickinson (1953, 1954) and Jurgensen (1978). The other studies listed under this topic present little data to suggest that interpersonal working conditions are relatively important.

C.10. Salary

Only the studies by Deunk (1957) and Feldman and Arnold (1978) provide evidence suggesting that job-seekers consider the factor "salary" as being more important than most other factors in evaluating employers or jobs. Many of the other studies examining the relative importance of this factor (e.g., Carpenter and Strawser, 1970; Jaeger, 1955; Johnson and Simonson, 1970; Ryans and Hise, 1967; Schreier, 1981) present findings indicating that job-seekers perceive salary as only a moderately important consideration in making employment decisions.

C.11. Fringe Benefits

The data seems quite clear on this factor. Virtually all the studies report results to suggest that fringe benefits are relatively unimportant when compared to other factors considered in making organizational- or job-choice decisions.

C.12. Job Security

Only the research by Deunk (1957), Jurgensen (1947, 1948, 1978), and Schreier (1981) presents findings to suggest that job-seekers weigh job security more than most other factors in selecting employers or jobs. The other studies provide little data to indicate the relative importance of the job security factor.

C.13. Size of the Organization

All the studies examining the relative importance of this factor report findings suggesting that job-seekers consider size of the

organization as relatively unimportant when compared to other factors in evaluating employers or jobs.

C.14. Employer and Job Prestige

Of the 22 studies that investigated the relative importance of this factor, five present results to suggest that job-seekers weigh the factor "employer prestige" more than most other factors in making organizational-choice decisions. These studies were conducted by Behling and Rodkin (1969), Jurgensen (1978), Mollica (1969-70), Reardon (1980), and Wangeman and Ryan (1957).

C.15. Work Location

Findings of the studies by Mollica (1969-70), Reardon (1980), and Wangeman and Ryan (1957) suggest that work location is a relatively important factor when compared to other factors in making employment-selection decisions. Support for the notion that work location is moderately important is provided by several other studies (e.g., Barnhart, 1971; Lee, 1970).

C.16. Employer Recruitment Practices

Data presented by Barnhart (1971) and Lee (1970) indicate that job-seekers consider employer recruitment practices as moderately important. The other studies provide little data to suggest the relative importance of this factor.

C.17. Advice from Significant Others

The four studies included under this heading report no findings to suggest that advice from significant others is a relatively important factor considered by job-seekers in making employment decisions.

D. INFLUENCE OF VARIOUS FACTORS ON EMPLOYMENT DECISIONS OF JOB-SEEKERS

D.1.a. Recruiters and Interviews

Results of studies by Alderfer and McCord (1970), Campion (1980), Glueck (1973), Rynes and Miller (1983), and Schmitt and Coyle (1976) suggest that recruiters (e.g., their behavior during interviews) can have a substantial impact on employment decisions of job-seekers. The research by Fisher, Ilgen, and Hoyer (1979) presents data suggesting that interviewers are often not perceived by job-seekers as credible sources of job information and this may lead to lower job-acceptance rates.

D.1.b. Job Previews

The notion that realistic job previews are effective in stimulating job-offer declinations was supported by the findings of the research conducted by Farr, O'leary, and Bartlett (1973) and Reilly, Tenopyr, and Sperling (1979). This notion, however, was not supported by the results of the other four studies dealing with the topic.

D.1.c. Time Delays

Both studies examining this factor present data suggesting that time delays in applicant screening and selection may contribute to the increase in the number of voluntary dropouts. The study by Arvey, Gordon, Massengill, and Mussio (1975) provides results indicating that the time-delay effect may be greater among minority job candidates than among majority job candidates.

D.1.d. Communications

Ivancevich and Donnelly (1971) found that college graduates who accepted job offers and then received a series of personal telephone calls before their starting dates were less likely to back out of their commitment than individuals who accepted job offers but did not receive the personal telephone calls.

D.2. Job Characteristics

Results reported by Catalanello, Wegener, and Zikmund (1978), Feldman and Arnold (1978), Gelardi (1964), and Richardson (1966) seem to suggest that the salary offer has a substantial influence on job-choice decisions.

RECOMMENDATIONS FOR FUTURE RESEARCH

Professionals engaged in the recruitment of college-educated personnel have probably profited little from the findings of recruitment research published to date. This unfortunate situation can be explained in part by the fact that there appears to be relatively little research in the field. Further, the research findings that are reported tend not to contribute much to the understanding of the "content" and "process" used by job-seekers in making various employment decisions.

One great deficiency seems to be the lack of research information regarding how "content" and "process" interact in making the decision (1) whether or not to pursue a job opening with a particular organization, and (2) whether or not to accept a job offer.

Most of the studies abstracted in this publication deal with the "job content" topic (e.g., type of work and salary; see topic C). Some of the studies examine the "recruitment content" topic (e.g., recruiter behavior and interview procedure; see topics A and D). A few studies deal with the "decision-making process" topic (see topic B). Even fewer studies examine the employment decision making of job-seekers from a "content"/"process" interaction perspective.

Advancement of knowledge about the recruitment of college-educated personnel seems to depend largely on how much more and better research will be completed on all these important topics.

Many of the large number of studies dealing with topic C, i.e., the relative importance of various factors considered by job-seekers in evaluating employers and jobs, are beset by a basic design problem which tends to make it somewhat difficult to generalize and interpret their reported results. A typical study with this problem is one in which the respondents are asked to rank-order 10 job factors in regard to importance in selecting a job.

The overall importance ranking obtained in a study of this type for a particular factor (e.g., fringe benefits) will often vary substantially with a change in the makeup of the respondent group and/or a change in the number and type of other factors the respondents are asked to rank. This situational specificity makes any attempt to generalize the relative importance of various factors by combining data collected on distinctly different occupational groups, or from research using distinctly different lists of job factors, a questionable practice.

Another manifestation of the design problem is when a particular study utilizes a heterogeneous group of respondents. The lack of group

specificity in this case leads to results that are essentially not interpretable.

Many studies of topic C seem to need some improvements before they are replicated. It is suggested that future research on topic C use (1) large and homogeneous groups of respondents; (2) comprehensive lists of job factors that include a clear definition of each factor; (3) data-collection methods that require respondents either to rate the importance of each factor (e.g., on a seven-step scale) or to choose the most important factor from pairings of the various factors (i.e., paired-comparison response technique).

Other methodological suggestions for future recruitment research seem to be in order. There appears to be an overuse of survey-questionnaire approaches to study topics that can readily be studied through experimental approaches. This seems particularly true for studies dealing with the "recruitment content" topic. Experimental designs are generally preferred over nonexperimental designs because they provide data that more directly explain job-seeker behavior.

There seems to be a need for more recruitment research that tests hypotheses based on existing or new theory. Most studies summarized in this publication have no theoretical base. This condition can only serve to stifle the growth of knowledge in the field. The only group of abstracted studies that are theoretically oriented as a rule is that listed under topic B. Even among those studies, there appears to be a need to examine the effectiveness of other promising motivational and decision-making theories in predicting employment decisions of job-seekers.

Future recruitment research also seems to need to be more concerned with investigating whether various individual characteristics (e.g., ability and personality) moderate results of studies. This additional design feature can go a long way in helping to clarify findings of recruitment research.

It seems to be an unfortunate state of affairs that major methodological limitations and weaknesses that can easily be overlooked are often not disclosed in published research reports. More disclosure would seem appropriate in order to facilitate advancement of research in the field.

Several important research topics relating to "recruitment content" appear to be severely under-researched and thus in need of additional study. Examples of these topics include (1) the relative effectiveness of various employer recruitment programs/practices in attracting qualified applicants and (2) the credibility of various job-information sources and the impact of this perceived credibility on employment decisions of job-seekers.

[redacted]

TITLE: Personal and Situational Factors in the Recruitment Interview

AUTHOR(S): Alderfer, C.P., and McCord, C.G.

SOURCE: Journal of Applied Psychology, 1970, 54, 377-385

PROBLEM

Part of the study investigated the impact of various perceived recruitment interviewer traits, behaviors, and attitudes on the probability that a job applicant would accept a job offer.

METHODS

The subjects were 112 first- and second-year graduate students in business and public administration who were engaged in the job-search process. Data were collected using a questionnaire. One section of the questionnaire required the students to rank-order and rate two lists of job attributes (e.g., high salary and advancement opportunities) on the basis of importance. Another section of the questionnaire asked the students to give their observations on three recruitment interviews they had experienced and to indicate the probability that they would accept a job offer as a result of each interview.

RESULTS

Correlational procedures were used to evaluate the data. It was found that the students expressed higher probabilities of accepting a job offer when the interviewer was seen as showing interest and concern for them and when the interviewer discussed the careers of other personnel in his organization with the same training as the students.

TITLE: Differential Dropout Rates of Minority and Majority Job Candidates Due to "Time Lags" Between Selection Procedures

AUTHOR(S): Arvey, R.D., Gordon, M.E., Massengill, D.P., and Mussio, S.J.

SOURCE: Personnel Psychology, 1975, 28, 175-180

PROBLEM

Examined whether or not time lags are related to the dropout rates of job applicants.

METHODS

Data for this study were obtained from application records for job openings offered by a large midwestern metropolitan city over a two-year period. Seventy entry-level jobs were studied. The number of minority and majority job candidates for each job was recorded along with the number of candidates who failed to appear to participate in the next selection procedure (i.e., usually relating to assessment). For each job, the number of days between the closing date for application and the first selection procedure was calculated. Based on these data, each job was classified as having either a relatively long or short delay between application and the first selection procedure.

RESULTS

Analysis of variance procedures were used to evaluate the data. The findings from the analysis indicated that the delay between time of application and the first selection procedure is related to the voluntary dropout rates of job candidates. The results also revealed that the delay factor affects minority and majority job candidates differently. It was found that the percentage of minority candidates who dropped out was substantially higher than that of majority candidates when there was a relatively long delay between the application and procedure date.

TITLE: How College Graduates Evaluate Job Factors

AUTHOR(S): Barmeier, R.E., and Kellar, R.J.

SOURCE: Personnel, 1957, 33, 490-494

PROBLEM

Sought to identify the factors considered most important by college seniors in selecting a job.

METHODS

Data were collected through the use of a special questionnaire. An unspecified number of male college graduates who had rejected a job offer with a large retail firm completed the questionnaire. Also completing the questionnaire were an unspecified number of male college graduates who had accepted a job offer with the same organization. The questionnaire was also administered to male employees who had been with the firm for some years. The number of usable questionnaires returned was nearly 500. Data collected from similar studies conducted by other large corporations were obtained.

RESULTS

Analysis of the questionnaire data and the results of other similar studies led the authors to identify five factors which tend to be most important to college seniors in selecting a job. These factors are type of work (nature of the business), starting salary, opportunity for advancement, job location, and plan for salary increases.

TITLE: Employer Firm Selection Among Accounting Majors: An Ex-Post Study

AUTHOR(S): Barnhart, J.R.

SOURCES: Journal of Accountancy, 1971, 131(4), 87-90

PROBLEM

Sought to determine the relative influence of various factors on the organizational-choice decisions of college students.

METHODS

Personal interviews were used to collect data. The subjects were undergraduate accounting students who had already selected their employers from competing C.P.A. firms. Data on 37 students were collected. The factors investigated in this study included firm office visitation, influence of family/friends/spouse, initial firm interview, location, opportunities for advancement, starting salary, and type of initial assignment. The students were asked to rank-order these factors in terms of their influence on the choice of employer.

RESULTS

The mean rank was used to determine the relative influence of the various factors. The findings indicated that opportunities for advancement, firm office visitation, and location were most important in the selection of employers.

TITLE: How College Students Find Jobs: A National Survey

AUTHOR(S): Behling, O., and Rodkin, H.H.

SOURCE: Personnel Administration, 1969, 32(5), 35-42

PROBLEM

The study was designed to investigate the factors influencing college students to select companies for campus interviews and to select companies for employment.

METHODS

Data were collected as part of a major research project. A total of approximately 2,500 students from 46 colleges and universities completed a questionnaire. The questionnaire included a question that asked the students to identify what influenced them to sign up for an interview with a specific firm. Some of the factors studied in this question were suggestions by faculty and the desire to practice being interviewed. Also included in the questionnaire was a section which required the students to rank-order nine factors in regard to how much each factor influenced their decision to accept a position. Among the factors examined in this section were salary and location of work.

RESULTS

The findings of the analysis revealed that interest in the kind of work done by the company and the reputation of the company were the most important factors considered in deciding to sign up for an interview. The results also indicated that the type of work performed and the challenge or responsibility associated with the work were ranked as the most important factors considered in deciding to accept a position offer.

TITLE: Impact of Recruiting Channels

AUTHOR(S): Behling, O., Friedman, M.A., and Jankura, P.

SOURCE: Journal of College Placement, 1968, 28(3), 105-110

PROBLEM

Part of the study investigated recruiting channels thought to influence a student's attitude toward a prospective employer.

METHODS

Usable data were collected on 42 seniors enrolled at a large midwestern university. These students were all actively seeking employment. They were asked to identify from an alphabetical listing of firms those three they considered good places to work and those three they considered poor places to work. Each student completed a questionnaire on a weekly basis over a period of 6 to 10 weeks. Part of the questionnaire was used to obtain ratings of the six firms on four aspects (e.g., financial compensation) and to obtain ratings of the six firms in regard to the favorableness of the overall image they projected. Another section of the questionnaire was used to collect data regarding the recruiting channels used to acquire specific information about the firms.

RESULTS

Conversation with student friends was found to be the most frequently used indirect channel of communication regarding prospective employers. Attitudes of the students toward various firms were found to vary substantially in response to almost any contact with the firms. This effect was found even when the contact probably provided little or no meaningful information.

TITLE: Can Factors in Vocational Choices Be Weighted?

AUTHOR(S): Berdie, R.F.

SOURCE: Occupations, 1943, 22, 44-46

PROBLEM

Attempted to determine the relative importance of 18 factors common to all job situations.

METHODS

The subjects in this study were 150 males who were entering freshmen at a large midwestern university. These subjects were given a list of 18 factors considered to be common to all job situations and they were asked to rank these factors in order of importance. The 18 job factors studied were certainty of continuous employment, clean work, easy work, good boss, good hours, opportunity for advancement, opportunity for adventure, opportunity for travel, opportunity to become famous, opportunity to be in a position of authority, opportunity to do good for people, opportunity to learn the job, opportunity to make money, opportunity to use your own ideas, pleasant people to work with, prestige of the job, variety of work, and work outside (or inside).

RESULTS

The relative importance of these factors was determined by computing the median rank for each factor. The findings indicated that certainty of continuous employment was considered the most important job factor by the subjects in this study. Opportunity for advancement, opportunity to make money, opportunity to use your own ideas, and pleasant people to work with were also ranked as relatively important.

TITLE: What Attracts Students to Interview

AUTHOR(S): Bradshaw, L.B.

SOURCE: Journal of College Placement, 1966-67, 27(2), 43-48

PROBLEM

The article presented a study that was designed in part to determine what factors influence college students to interview with a particular company.

METHODS

Undergraduate seniors majoring in engineering at one large midwestern university served as subjects. The number of subjects was not given in the article. A questionnaire was used to collect the data. The students were asked to complete the brief questionnaire before they had any campus interviews with employers. One section of the questionnaire asked the students to indicate the strongest factor in attracting an engineering senior to interview with a particular employer.

RESULTS

It was found that work opportunity and chance for advancement were perceived as the most important factors, followed by type of work and employer reputation.

TITLE: Some Problems of Minority Recruiting

AUTHOR(S): Burton, G.E.

SOURCE: Journal of College Placement, 1975, 35(2), 71-73

PROBLEM

Compared the importance of 14 job factors between males and females and between nonwhites and whites.

METHODS

All graduating seniors from the college of business administration at a large southwestern university served as subjects. These students were asked to complete a questionnaire that required them to rate 14 job factors on a seven-step scale of importance. Seven of the 14 factors were described as intrinsic job factors: opportunity for advancement, freedom on the job, challenge and responsibility, type of work, working with people, and training. The seven other factors were described as extrinsic job factors: salary, job security, fringe benefits, company reputation, job title, working conditions, and location of work.

RESULTS

The mean importance ratings of various subgroups of students were compared using t-tests. The test revealed that the females rated intrinsic factors slightly more important than the males. The results also indicated that the nonwhites rated extrinsic factors substantially more important than the whites.

TITLE: Relationship Between Interviewers' and Applicants' Reciprocal Evaluations

AUTHOR(S): Campion, M.A.

SOURCE: Psychological Reports, 1980, 47, 1335-1338

PROBLEM

Part of the study investigated the relationship between applicant impressions of the interviewer and the likelihood that the applicant would accept a job offer.

METHODS

The participants in this study were 11 recruiters and 62 applicants in a college placement center. A questionnaire was mailed to the applicants within three days after each interview. The questionnaire asked the students to rate their overall general impression of the interviewer and how much they personally liked the interviewer. The students were also asked to indicate the probability that they would accept a job offer from the organization represented by the interviewer.

RESULTS

Correlations were computed between the impression ratings and the job-acceptance probabilities. The findings revealed that the chances of accepting a job were positively related to both the general impression and personal liking of the recruiter.

TITLE: Job Selection of Preferences of Accounting Students

AUTHOR(S): Carpenter, C.G., and Strawser, R.H.

SOURCE: Journal of Accountancy, 1970, 129(6), 84-86

PROBLEM

Attempted to determine the factors considered by senior accounting majors to be most important in evaluating alternative employment opportunities.

METHODS

A total of 177 full-time accounting students served as subjects. Data were collected through the use of a questionnaire. Part of the questionnaire asked the students to rank 11 factors in terms of importance in making the choice of an employer. These 11 factors were company reputation, fringe benefits, job security, location, nature of work, opportunity for advancement, opportunity for graduate study, prestige of industry, starting salary, training program, and working conditions.

RESULTS

The relative importance of the 11 factors was determined by computing the average rank for each factor. The results indicated that the nature of work, opportunity for advancement, and starting salary were the three most important factors in selecting an employer.

TITLE: A Career Choice Experiment

AUTHOR(S): Catalanello, R.F., Wegener, S.M., and Zikmund, W.G.

SOURCE: College Student Journal, 1978, 12, 310-319

PROBLEM

Examined the relative importance of four selected factors when college graduates evaluate jobs and job offers.

METHODS

Thirty-six full-time M.B.A. students at one university served as subjects. The students were described as being involved in interviewing for positions in anticipation of graduation. They were presented with four separate job offers. These written offers described job situations where two variables of interest were paired. The four pairings were salary/interesting work, salary/social responsibility, interesting work/social responsibility, and interesting work/opportunity for advancement. Two levels of each variable were manipulated except in the case of salary, where three levels were varied. After reading each job offer, the students were asked to estimate the chances of their accepting the position offer. These estimates ranged from 0 percent to 100 percent in 10 percent intervals.

RESULTS

Analysis of variance procedures were used to evaluate the data. The results revealed that opportunity for advancement, interesting work, and salary have an effect on the likelihood of a college graduate accepting a position. The social responsibility of the prospective employer was found not to be major consideration of the students. The authors also found that the four factors tend not to interact in influencing job-selection decisions.

TITLE: Measuring the Factors That Make a Job Interesting

AUTHOR(S): Chant, S.N.F.

SOURCE: Personnel Journal, 1933, 11, 1-4

PROBLEM

Sought to determine the relative importance of certain factors in a job.

METHODS

Two hundred and fifty employed males between the ages of 17 and 21 served as subjects in this study. These subjects evaluated the relative importance of 12 job factors: opportunity for advancement, good boss, opportunity to learn a job, steady work, high pay, good hours, opportunity to use your own ideas, opportunity to be of public service, easy work, good working companions, clean work, and comfortable working conditions. Each factor was paired with every other factor and the subjects were asked to select the one they considered to be more important to them in a job.

RESULTS

Thurstone techniques were used to analyze the data. The results showed that opportunity for advancement was the most important factor in a job. The findings indicated that steady work, opportunity to use your own ideas, and opportunity to learn a job were also considered by the subjects to be important.

TITLE: Who Wants What From the Interview

AUTHOR(S): Coleman, C.J., Siegel, S.R., and Sateja, J.J.

SOURCE: Journal of College Placement, 1977, 37(2), 53-56

PROBLEM

College students and college recruiters were compared regarding perceived importance of having jobs satisfying various needs.

METHODS

The subjects were 80 college seniors actively engaged in the campus-recruiting process. Five colleges were represented in this sample. Also participating in the study were 25 campus recruiters. A questionnaire was used to collect data. Included in the questionnaire were 15 statements regarding Maslow's five needs: affiliation, esteem, physical, security, and self-actualization. The students were asked to indicate on a five-step scale their concern with a job providing the form of need satisfaction addressed by each statement. The recruiters rated each statement with respect to their organization's attitude toward these needs.

RESULTS

The data showed that the students expressed greatest concern for jobs providing the satisfaction of self-actualization needs, followed by physical, security, esteem, and affiliation needs. Recruiters also rated self-actualization as most important. Recruiters rated esteem as second most important, followed by affiliation, physical, and security. Chi-square tests revealed that the students and recruiters differed in their rating of both physical and security needs, with the students expressing greater concern for these needs than recruiters.

TITLE: Recruiting Responsibility

AUTHOR(S): Corren, L.

SOURCE: Journal of College Placement, 1962, 23(2), 59-64

PROBLEM

Part of the article presents results of a study to determine the factors influencing the employment decisions of college students.

METHODS

The article presents little information regarding the methods used to collect data. It is clear that the subjects were college students and that they completed a questionnaire. Part of the questionnaire presented a list of job-selection factors and asked the students to rank these in order of importance. Another part of the questionnaire dealt with the possible influence of college faculty in the employment-decision process.

RESULTS

From the data, the author concluded that the most important factors considered in the job selection of college students were promotion opportunities, opportunities for wide experience, later salary, beginning salary, geographic locale, and people with whom the applicant will have to work. No conclusion was reached, based on the data collected, on the potential influence of faculty on student employment decisions.

TITLE: A Survey of Occupational Preferences

AUTHOR(S): Deunk, N.H.

SOURCE: Journal of College Placement, 1957, 17(4), 46-52

PROBLEM

Part of the study sought to determine the relative influence of eight factors on college students' job-selection decisions.

METHODS

The subjects were 1,310 male college seniors from one midwestern state. A questionnaire was used to collect data. Part of the questionnaire listed eight job factors and asked the students to rank-order these in terms of how much each would be considered in selecting their first job after college. The eight factors studied were: be your own boss, job security, live on the right side of the tracks, money, old-age security, prestige, size of the town, and training.

RESULTS

Average rankings were computed to determine the relative influence of each factor. Money was found to be the most highly ranked factor in terms of impact on initial job-selection decisions, followed by job security, training, prestige, be your own boss, size of the town, old-age security, and living on the right side of the tracks.

TITLE: The Relative Importance of Job Factors to College Graduates and to Employers

AUTHOR(S): Dickinson, C.

SOURCE: Journal of College Placement, 1953, 14(1), 25-31

PROBLEM

Part of the study scught to identify the relative importance of seven job factors on the job-selection decisions of college graduates.

METHODS

A brief questionnaire was mailed to 2,180 graduating seniors at a large western university. Eighty-three percent of these students returned usable questionnaires. The questionnaire listed seven job factors: advancement, benefits, human relations, job security, salary, type of work, and working conditions. A definition of each factor was provided. The students were asked to rank-order these in terms of importance in considering a job after graduation. Data concerning the respondents' age, sex, and a number of other variables were also collected with the questionnaire.

RESULTS

The mean rank for each factor was computed for both the female and male students. The data for the females indicated that type of work was the most important factor in making the job-choice decision, followed by human relations, working conditions, salary, advancement, job security, and benefits. For the male students, the data showed that type of work was the most important factor, followed by advancement, human relations, salary, job security, working conditions, and benefits.

TITLE: Ratings of Job Factors by Those Choosing Various Occupational Groups

AUTHOR(S): Dickinson, C.

SOURCE: Journal of Counseling Psychology, 1954, 1, 188-189

PROBLEM

Part of the study was conducted to determine the relative importance of seven factors often considered in selecting a job.

METHODS

A questionnaire was mailed to all the male seniors at one large university. Of the 1,578 questionnaires mailed, 1,207 usable forms were returned. The questionnaire asked the students to state their job preferences after graduation and to rank-order seven job factors according to their importance in selecting a job. These job factors were advancement, benefits, human relations, job security, type of work, salary, and working conditions.

RESULTS

The mean ranks were computed to determine the relative importance of the various factors. The type of work was found to be the most important factor considered in selecting a job, followed by advancement, human relations, salary, job security, working conditions, and benefits. Further analysis revealed that the order of importance varied somewhat among the groups of students with different job preferences.

TITLE: Do Business School Students Really Care About Social Responsibility

AUTHOR(S): Directors, S.M., and Doctors, S.I.

SOURCE: Business and Society Review/Innovation, 1973, No.5, 91-95

PROBLEM

Part of the study tried to identify the relative importance of eight factors in the job-selection decisions of graduating M.B.A. students. This study was particularly interested in determining the relative importance of social responsibility.

METHODS

A questionnaire was sent to the placement directors of all 243 graduate business schools offering an M.B.A. program. One hundred and six usable questionnaires were returned. The questionnaire asked the placement directors to rank eight job-selection criteria in terms of the importance placed on each by their students when evaluating prospective jobs. The eight factors were hours, interesting work, location, pensions, potential for advancement, prestige, salary, and social value of work.

RESULTS

In order to determine the relative importance of the eight factors, the mean rank of each factor was computed. The findings indicated that the placement directors perceived the most influential factors in student employment decisions to be interesting work and potential for advancement. The next most important factor was found to be salary, followed by location, prestige, social value of work, hours, and pensions.

TITLE: Recruiting Literature: Is It Adequate

AUTHOR(S): ECPO Research and Projects Committee

SOURCE: Journal of College Placement, 1979, 39(4), 56-60

PROBLEM

Part of the study evaluated the relative importance of 17 components of recruiting literature.

METHODS

Both college career planning/placement staff and college students participated in this study. Only the student sample will be described. This sample included 547 graduating students from 43 colleges and universities. The students completed a questionnaire that asked them to rate on a seven-step scale of importance 17 components of recruitment literature. These components included basic company information, benefits, details of entry-level positions, employee review/evaluation process, exercises promoting self-analysis and career goal definition, general hiring patterns, hiring process, introduction to company products/services, organizational chart/structure, profiles of typical employees, regional lifestyle/cost of living, requisite qualifications for entry-level positions, starting salaries/compensation forms, simplified annual report, training program outline, travel relocation expectations, and typical career paths.

RESULTS

The average rating was computed for each component. The data suggest that the students perceived ideal recruitment literature as concentrating mostly on presenting details of entry-level positions, training programs, and the hiring process (timing of the steps and evaluation criteria).

TITLE: Effect of Work Sample Test Upon Self-Selection and Turnover of Job Applicants

AUTHOR(S): Farr, J.L., O'Leary, B.S., and Bartlett, C.J.

SOURCE: Journal of Applied Psychology, 1973, 58, 283-285

PROBLEM

Part of the study evaluated the hypothesis that job applicants who are administered a preemployment, work-sample test have a higher job-refusal rate than applicants not administered the work-sample test. The rationale was that the work-sample test would provide applicants with accurate information about the job.

METHODS

One hundred and sixty female, inexperienced applicants for the job of sewing-machine operator in an apparel factory served as subjects. The sample was composed of 93 black and 67 white applicants. These subjects were randomly assigned to one of three groups: a control group which had no testing, a group that was administered two apparatus tests (a pinboard and a formboard test), or a group that was administered the two apparatus tests and a work-sample test. Regardless of the scores on any test, all applicants in the three groups were offered the job.

RESULTS

Analysis of the data revealed some support for the hypothesis for white job applicants but not for black applicants.

TITLE: Position Choice: Comparing the Importance of Organizational and Job Factors

AUTHOR(S): Feldman, D.C., and Arnold, H.J.

SOURCE: Journal of Applied Psychology, 1978, 63, 706-710

PROBLEM

Investigated the relative importance of three job factors and three organizational factors in individual position-choice decisions.

METHODS

The subjects in this study were 18 female and 44 male graduate students in management preparing for jobs in administration. The three job factors were opportunity to use important skills and abilities, amount of autonomy and independence, and responsibility and leadership. The three organizational factors were: providing essential services and products to the public, salary and fringe benefits, and flexibility in scheduling hours worked and vacations. Two levels of each factor were manipulated in order to construct 64 descriptions of a work position. After reading each description, the students were asked to indicate on a scale their willingness to accept the position described. The students were also added to rank-order and rate the importance of the six factors.

RESULTS

Multiple-regression procedures were used to evaluate the data. The findings led the authors to conclude that pay and fringe benefits are the most important factors in individual position-choice decisions. The use of skills and abilities, responsibility and leadership, and autonomy and independence were described as the next most important factors. The two least important factors were flexibility of working hours and types of services provided.

TITLE: Source Credibility, Information Favorability, and Job Offer Acceptance

AUTHOR(S): Fisher, C.D., Ilgen, D.R., and Hoyer, W.D.

SOURCE: Academy of Management Journal, 1979, 22, 94-103

PROBLEM

Part of the study examined the effects of information source and information favorability on job-offer acceptance.

METHODS

Ninety senior students majoring in business at a major university served as subjects. These students were asked to read through job information and to complete a questionnaire. Job information was presented as six questions and answers. The answers to the six questions were varied to be either positive or negative. Also varied in this study were the sources of this information. The source was described as either an interviewer, friend, incumbent, or professor. The questionnaire included a scale of four items which was used to measure job-offer acceptance.

RESULTS

Analysis of variance procedures were used to evaluate the data. The findings of the analysis revealed that the students were more likely to accept a job with a company if they were given positive information. Further analysis indicated that the students were substantially less likely to accept a job if their source of information about the job was the interviewer.

TITLE: Predicting Job Choices with Models That Contain Subjective Probability Judgments: An Empirical Comparison of Five Models

AUTHOR(S): Ford, D.L., Huber, G.P., and Gustafson, D.H.

SOURCE: Organizational Behavior and Human Performance, 1972, 7, 397-416

PROBLEM

The focus of this study was on evaluating the relative effectiveness of five mathematical models in predicting the job choices of individuals.

METHODS

The subjects were all seeking professional employment in the public schools. Seventeen were experienced persons seeking new jobs and 37 were inexperienced persons just completing their college degrees and seeking their first jobs. All the subjects were successful in obtaining jobs. Data on these jobs were collected. Three questionnaires were used to collect predictor data. These data included the probability that the subjects would accept a job possessing a given characteristic, the likelihood that the job they accepted would possess a given characteristic, whether they were more likely to reject or accept a job possessing a given characteristic, and how many times more likely. The five mathematical models differed in their algebraic forms and in the types of judgments they included. Some of the five models were Bayesian and some were heuristic.

RESULTS

The findings of the analyses indicated that all five mathematical models were good predictors of job choices. The data suggested that the best predictor was a Bayesian model using likelihood ratios derived from posterior-odds.

TITLE: Variables Affecting Perceptions of Invasion of Privacy in a Personnel Selection Situation

AUTHOR(S): Fusilier, M.R., and Hoyer, W.D.

SOURCE: Journal of Applied Psychology, 1980, 65, 623-626

PROBLEM

Examined the effects of several variables on individuals' perceptions of invasion of privacy in a personnel selection situation.

METHODS

Undergraduate students from one large midwestern university, 154 females and 269 males, served as subjects. Each student was randomly assigned to complete one of 16 different forms of a questionnaire. The 16 forms represented the manipulation of two levels of four different independent variables. These variables were: perceived control over the personal information disclosed in the selection process; the outcome of the disclosure; the type of disclosure; and the type of information disclosed. Manipulations of the four variables were presented to the students in a written scenario concerning a personnel selection situation. After reading the scenario, the students were asked to complete several scale items. Responses to five items were used to measure perceived invasion of privacy.

RESULTS

Multiple-regression procedures were used to evaluate the collected data. The results of the analyses suggested support for the hypotheses that perceived invasion of privacy increases with the perceived loss of control over the disclosed information and that perceived invasion of privacy is inversely related to the instrumental value of the information disclosed.

TITLE: The Man That Got Away--Again

AUTHOR(S): Gelardi, R.C.

SOURCE: Personnel Administration, 1964, 27(2), 40-41,58

PROBLEM

Surveyed former job applicants to determine why they had changed their minds about pursuing a particular position.

METHODS

A large organization mailed a questionnaire to over 1,500 former applicants who had lost interest in working for the organization. Over 60 percent of the questionnaires were returned. The questionnaire was one page in length and included a few multiple-choice and open-ended questions.

RESULTS

Analysis of the responses showed that low starting salary was the main reason why former job applicants decided not to pursue employment with the organization. Two other factors also seemed to contribute substantially to the decision: too much time elapsed before a job offer was made and the job location was unsatisfactory. The fact that moving expenses were not provided and a delay occurred in answering initial correspondence were also cited as reasons by some former job applicants.

TITLE: Recruiters and Executives: Their Effect on Job Choice

AUTHOR(S): Glueck, W.F.

SOURCE: Journal of College Placement, 1973, 34(1), 77-78

PROBLEM

This study was designed to identify the factors influencing the choice of work organizations by college graduates.

METHODS

Fifty male business and business-oriented engineering students who were going to graduate from college within six months served as subjects. A series of interviews and questionnaires was used to collect data regarding the organizational-choice process. Each subject was interviewed on a weekly basis until the choice was made. The focus of both the interviews and questionnaires was on determining how each subject made the organizational choice.

RESULTS

Based on the data collected early in the study (before most of the subjects had experienced their first interview), the students expected that their organizational choice would be influenced mostly be recruiters, the placement office, company employees, faculty members, and their fathers. From the data collected while the students were involved in the choice process, it was found that the recruiters and company employees (those met during the company visit) were most influential. To a lesser extent, the student's father or father substitute and wife/girlfriend were found to have an impact on the choice of organizations.

TITLE: Decision Making: Organization Choice

AUTHOR(S): Glueck, W.F.

SOURCE: Personnel Psychology, 1974, 27, 77-93

PROBLEM

Examined how typical college students majoring in business and engineering went about choosing and being chosen by the organization for which they were going to work.

METHODS

Thirty male students majoring in business and engineering served as subjects. When the study began, these students had not started the organizational-choice process. At the end of the study, all 30 students had made their final organizational choices. Data collection was accomplished by using a series of interviews and questionnaires. One interview was completed prior to the first job interview and concentrated on identifying the methods the students would use to make their organizational choices. Subsequent interviews also concentrated on identifying the decision processes. These data were analyzed by a panel of judges and each student was classified into one of three decision patterns: maximizers, validators, and satisficers.

RESULTS

Chi-square tests revealed that the three groups of students differed in selected job-search and job-choice behaviors. Maximizers were described as those students who looked at all the firms they could before making an organizational decision. Validators were characterized as those students who looked at one more than their early favorite organization. Satisficers were described as those students who took the first acceptable job offer. The author concluded that all the students used some sort of rational decision-making process.

TITLE: Relationships Between Perceptions of Organizational Size and the Organizational-Choice Process

AUTHOR(S): Greenhaus, J.H., Sugalski, T., and Crispin, G.

SOURCE: Journal of Vocational Behavior, 1978, 13, 113-125

PROBLEM

Part of the study tested two hypotheses: (1) the overall attractiveness of a big or small organization is a function of the extent to which that-sized organization is seen as capable of providing desired rewards and (2) the amount of effort directed toward entering a given-sized organization is a function of the attractiveness of that-sized organization and the expectancy of gaining access to that organization.

METHOD

Eighty-eight graduating college seniors served as subjects. The students completed a questionnaire before they interviewed with any company. The questionnaire was used to measure the desirability of 18 job outcomes, the extent to which they believed that each of the 18 job outcomes was more readily attainable in big or small organizations, the attractiveness of big and small organizations, and the expectancy of obtaining a job with a big and small organization. Information from placement office records was used to assess effort directed toward entering different-sized organizations.

RESULTS

Cohen's k coefficient was used to evaluate the data. The findings supported both hypotheses. The authors concluded that antecedent perceptions regarding correlates of organizational size may influence job-search attitudes and behaviors.

TITLE: Organizational Choice and Decision Theory: Effects of Employers' Literature and Selection Interview

AUTHOR(S): Herriot, P., and Rothwell, C.

SOURCE: Journal of Occupational Psychology, 1981, 54, 17-31

PROBLEM

Investigated the effects of employers' brochures and selection interviews on college students' attraction to particular organizations. It was hypothesized that the brochures will attract applicants to organizations, whereas interviews will tend to put them off.

METHODS

Two studies were conducted. In the first study, 96 college engineering students read a brochure and completed a questionnaire. The brochure was either a travel or a company brochure. The questionnaire was used to assess the probability that the student would apply for a job with the company. In the second study, 72 university students participated in actual job interviews and completed a questionnaire. The questionnaire was used to assess the probability that the student would accept a job if offered one.

RESULTS

Analysis of variance was used to test the hypotheses. The findings of the analyses led the authors to suggest support for the hypotheses. It was found that some company brochures increased the intentions of the students to apply for a job. It was also found that participating in interviews had the effect of decreasing students' intentions to accept jobs if offered them.

TITLE: How Students Weigh Recruiters

AUTHOR(S): Hilgert, R.L., and Eason, L.A.

SOURCE: Journal of College Placement, 1968, 28(3), 99-102

PROBLEM

This study was conducted to gather student impressions regarding the college recruiter and the recruitment process.

METHODS

The subjects were 51 students from one midwestern university. This sample included 29 M.B.A. candidates and 22 undergraduate seniors majoring in business. Each student had participated in at least five recruitment interviews. Data collection was accomplished through the use of personal interviews. During the interviews, students were asked a sequence of questions regarding their feelings toward campus recruiters and the recruiting process.

RESULTS

From the responses of the students, the authors concluded that student resumes are often not properly read by recruiters; recruiting brochures frequently do not provide the information students want; students prefer partially structured interviews over highly structured or highly unstructured interviews; students sometimes feel that the recruiter is insincere and dishonest; and interview follow-ups are not always as prompt as had been promised by the recruiter.

TITLE: An Empirical Comparison of Five Utility Models for Predicting Job Preferences

AUTHOR(S): Huber, G.P., Daneshgar, R., and Ford, D.L.

SOURCE: Organizational Behavior and Human Performance, 1971, 6, 267-282

PROBLEM

The primary concern of this study was to evaluate the validity of five utility models as predictors of job choices.

METHODS

Thirty persons seeking professional employment in the public schools served as subjects. Fifteen were experienced persons seeking new jobs and 15 were inexperienced persons just completing their college degrees and seeking their first jobs. Questionnaires were used to obtain data on the subjects. One questionnaire collected information concerning their expected satisfaction with hypothetical, professional-level jobs in the public schools. Another questionnaire collected information concerning the relative importance that they ascribed to certain job-descriptive factors and the relative value that they ascribed to individual levels of these factors. The five utility models examined in this study were called a regression model, a two-stage rating model, an unweighted rating model, a hybrid model, and a multiplicative model.

RESULTS

The results of several analyses revealed that the two-stage rating model was the most valid for experienced subjects and was as valid as any of the other models for the inexperienced subjects.

TITLE: The M.B.A. and Fringe Benefits

AUTHOR(S): Huseman, R.C., Hatfield, J.D., and Robinson, R.B.

SOURCE: Personnel Administrator, 1978, 23(7), 57-60

PROBLEM

Part of the study sought to determine the relative importance of six factors in making the decision whether or not to accept a job offer.

METHODS

The subjects were 441 M.B.A. students from 10 universities. A questionnaire was used to collect the data. The questionnaire asked the students to rate six job-selection factors in terms of the importance of each in making employment decisions. The six factors were: fringe benefits, location, opportunity for advancement, prestige, responsibilities, and salary.

RESULTS

Analysis of the ratings suggested that the M.B.A. students viewed opportunity for advancement as the most important job-selection criteria. The data also suggested that the last factor to be considered by the students was fringe benefits.

TITLE: Job-Offer Acceptance Behavior and Reinforcement

AUTHOR(S): Ivancevich, J.M., and Donnelly, J.H.

SOURCE: Journal of Applied Psychology, 1971, 55, 119-122

PROBLEM

Tested the hypothesis that the number of college graduates backing out after formally accepting a job offer will be reduced if positive post-decision reinforcement is provided by the hiring organization.

METHODS

Graduating college undergraduates who applied for work at two companies served as subjects. One company received 186 formal job-offer acceptances from undergraduates while the other company received 206 formal job-offer acceptances. As the acceptances were received, the subjects were alternately assigned to either an experimental group or a control group. Members of the control group were sent some company literature along with a confirmation that their letter of acceptance had been received. Members of the experimental group were sent the same literature and confirmation. However, the experimental group members also received three randomly spaced personal telephone calls which stressed positive company factors and the astuteness of their decision to accept the job offer.

RESULTS

Chi-square procedures were used to test the hypothesis. The results of the analyses supported the hypothesis. It was found that those subjects receiving the telephone calls backed out at a substantially lower rate than those subjects not receiving the telephone calls.

TITLE: Campus Recruiting: What's Your "S-Appeal"?

AUTHOR(S): Jaeger, D.T.

SOURCE: Personnel, 1955, 31, 361-364

PROBLEM

Sought to identify the factors influencing college graduates' choice of a particular job and a particular company.

METHODS

The subjects were graduates of three colleges from one major university. The colleges were arts and sciences, commerce and finance, and engineering. Subjects from the colleges of arts and sciences and commerce and finance were described only as including some females. There were 269 engineering graduates in the sample and they were all male. The subjects were asked to rank-order nine factors that had or would influence their choice of employment. These nine factors were deferment possibilities, location, opportunity for advancement, opportunity to study for master's degree, salary, security, training program provided, type of work company does, and type of work I will do.

RESULTS

Analysis of the data revealed that the type of work the graduate will do was the most important employment-selection criterion, followed by the significance of the work the company does, salary, and advancement opportunities.

TITLE: Recruiting Creative Management Personnel

AUTHOR(S): Jantz, A.H.

SOURCE: Journal of College Placement, 1972, 32(3), 65-69

PROBLEM

The main focus of this study was directed at testing the hypothesis that graduating seniors in business administration favor employers with programs for recognizing, developing, and encouraging creativity in their employees.

METHODS

Ninety-six senior students majoring in business administration served as subjects. The students were asked to rate 25 factors on a five-point scale in terms of the importance of each in deciding whether or not to accept employment with a prospective employer. Five factors were considered to be related to the creativity notion being investigated. These factors were: opportunity to participate in a job improvement or work simplification program; opportunity to participate in a suggestion or proposal program; opportunity to apply one's creativity, initiative, and resourcefulness; opportunity to participate in a training program to develop creative ability or potential; and opportunity to contribute one's ideas to solve departmental and company problems.

RESULTS

The findings led the author to conclude that the hypothesis was strongly supported. It was found that two of the five creativity factors were rated among the top three of the twenty-five factors. These two creativity factors were opportunity to participate in a suggestion or proposal program and opportunity to apply one's creativity, initiative, and resourcefulness.

TITLE: The College Graduate and His First Job

AUTHOR(S): Johnson, A.C., and Simonson, J.

SOURCE: Management of Personnel Quarterly, 1970, 9(3), 18-23

PROBLEM

Part of the study attempted to identify the relative importance of 10 factors in the job-selection decisions of M.B.A. graduates.

METHODS

The subjects were 59 M.B.A. graduates from one university who had been placed in various private businesses and industries. Twenty-nine M.B.A. graduates who were graduated from various universities but were working for a single organization also served as subjects. The 88 subjects completed a questionnaire that asked them to rate each of 10 factors in terms of its influence on their employment decisions. The 10 factors were advancement opportunity, challenging work, fringe benefits, job prestige, location, responsibility, salary, security, supervision, and training programs.

RESULTS

Weighted mean ratings were used to identify the relative importance of the 10 factors. The data revealed that advancement opportunity was rated the most important job-selection criterion, followed by challenging work, responsibility, salary, and supervision.

TITLE: How to Make Your Salary Offer Most Attractive to College Men

AUTHOR(S): Johnson, A.C., and Strother, G.B.

SOURCE: Personnel Journal, 1960, 38, 334-337

PROBLEM

This study was conducted to determine what makes a salary offer attractive to college graduates, with particular attention paid to the various types of fringe benefits offered as part of the wage package.

METHODS

The subjects were 140 male upperclassmen and 23 graduate students enrolled in the school of commerce at a large midwestern university. The students were asked to assume that they had narrowed a job choice to one of two firms and that both jobs were equally attractive in all respects except for salary offer. They were asked to assume that their job choice was to be based on the salary offer. Six salary packages were constructed. These packages were all based on the same dollar value, but differed in the amount and kind of fringe benefits provided. Each package was paired with every other one and each pair was then presented to the students. The students were asked to indicate which salary offer they preferred.

RESULTS

A special scaling method was employed in order to determine the most attractive salary package. The most attractive package was the one that offered the applicant an opportunity to participate in a stock-option plan. The next most attractive package offered a cost-of-living bonus in addition to the opportunity to participate in a profit-sharing plan.

TITLE: Selected Factors Which Influence Job Preferences

AUTHOR(S): Jurgensen, C.E.

SOURCE: Journal of Applied Psychology, 1947, 31, 553-564

PROBLEM

Sought to identify what job applicants believe to be the relative importance of 10 factors in determining whether or not a job is attractive.

METHODS

All job applicants over a year's time at a large utility company completed a questionnaire. Usable questionnaires were obtained for 150 female and 1,189 male job applicants. Ten factors were examined by this questionnaire: advancement, benefits, company, co-workers, hours, pay, security, supervision, type of work, and working conditions. The job applicants were asked to rank-order these factors in terms of importance. Another section of the questionnaire was used to collect personal data (e.g., age and sex).

RESULTS

Mean ranks were used to prioritize the job-preference factors for various subgroups of job applicants. For the males, it was found that the security factor was most closely associated with job attractiveness. Advancement and type of work were also highly valued by males. Job attractiveness for the females was also found to be most strongly associated with the factors security, advancement, and type of work. The type of work was most highly valued by the females.

TITLE: What Job Applicants Look For in a Company

AUTHOR(S): Jurgensen, C.E.

SOURCE: Personnel Psychology, 1948, 1, 433-445

PROBLEM

The relative emphasis placed by job applicants on 10 factors in determining whether a job is good or bad was investigated in this study.

METHODS

The subjects were 3,345 male and 378 female job applicants at a large utility company. This sample represented all job applicants for that company over a period of two years. Data were collected using a simple questionnaire. This questionnaire asked the job applicants to rank 10 factors in order of importance. The 10 factors were advancement, benefits, company, co-workers, hours, pay, security, supervisor, type of work, and working conditions. Marital status, dependents, age, educational, and occupational data were also collected through the use of the questionnaire.

RESULTS

The relative importance of the various factors was determined by computing a mean rank for each factor. For males, security was found to be the most important factor followed by advancement and type of work. For females, type of work was found to be the most important factor followed by security and advancement.

TITLE: Job Preferences (What Makes a Job Good or Bad?)

AUTHOR(S): Jurgensen, C.E.

SOURCE: Journal of Applied Psychology, 1978, 63, 267-276

PROBLEM

Attempted to identify the relative importance of 10 factors considered by job applicants in determining whether a job is good or bad.

METHODS

All job applicants at a large utility company over a 30-year period completed a questionnaire. This sample of subjects included 16,833 females and 39,788 males. The questionnaire required the job applicants to rank-order 10 factors in terms of importance. These 10 factors were advancement, benefits, company, co-workers, hours, pay, security, supervisor, type of work, and working conditions. Data regarding the applicant's age, marital status, dependents, education, and occupation were also collected using the questionnaire.

RESULTS

Median ranks were used to order the factors for various subgroups of job applicants. For males, security was found to be the most important factor followed by advancement, type of work, company, pay, co-workers, supervisor, benefits, hours, and working conditions. For females, type of work was found to be most important, followed by company, security, co-workers, advancement, supervisor, pay, working conditions, hours, and benefits.

TITLE: Hiring College Graduates Through Off-Campus Selection Interviewing

AUTHOR(S): Kohn, M.

SOURCE: Public Personnel Management, 1975, 4, 23-31

PROBLEM

Part of the study investigated why college students accept or reject a job offer.

METHODS

Fifty firms in the northeastern portion of Ohio were sent a questionnaire. Thirty-five firms returned usable questionnaires. The respondents were described as off-campus personnel interviewers. The questionnaire listed factors which might influence an applicant to accept or reject a job offer. The respondents were asked to rate each factor on a five-point scale of importance.

RESULTS

A special weighting technique was applied to determine the relative importance among the factors. The opportunity for advancement was rated as the most important factor in deciding to accept a job offer. This factor was followed in importance by salary, chance to demonstrate ability or talents, and company reputation. In regard to the decision to reject a job offer, the fact that the position is not consistent with the applicant's long-term objectives was rated as the most important factor. Other factors reported to lead to job-offer rejection were lower-than-expected salary, unsatisfactory geographical location, and lack of a clear understanding of job duties.

TITLE: Differences Between Candidates and Recruiters in Perceived Attainability of Job-Related Outcomes

AUTHOR(S): Krausz, M., and Zedeck, S.

SOURCE: Vocational Guidance Quarterly, 1981, 30, 43-49

PROBLEM

Part of the study sought to determine the relative importance of 17 factors in the decision of college graduates to join an organization.

METHODS

Seventy-five college seniors who had registered with the placement office at a large western university served as subject for this study. A questionnaire was used to collect data. The questionnaire asked the students to rank-order 17 factors in terms of their importance in making the decision whether or not to join a particular organization. The factors included on the questionnaire were: chance to exercise leadership, chance to engage in satisfying leisure activities, chance to make a contribution to important decisions, chance to use my special abilities, chance to benefit society, chance to learn new things, freedom from supervision, freedom from pressures to conform on and off the job, friendly and congenial associates, high salary, high prestige and social status, opportunity for advancement, opportunity for growth and development, opportunity for worthwhile accomplishment, stable and secure future, variety in work assignments, and working as part of a team.

RESULTS

The mean importance ranking was completed for each factor. The data indicated that the five most important factors in organizational-selection decisions are opportunity for worthwhile accomplishment, opportunity for growth and development, chance to learn new things, chance to benefit society, and chance to use my special abilities.

TITLE: Job Choice and Post-decision Dissonance

AUTHOR(S): Lawler, E.E., Kuleck, W.J., Rhode, J.G., and Sorensen, J.E.

SOURCE: Organizational Behavior and Human Performance, 1975, 13, 133-145

PROBLEM

Part of the study dealt with the prediction of job attractiveness using expectancy theory. Specifically, it was hypothesized that the attractiveness of a job is a function of both the attractiveness of the work outcomes and the probability that the outcomes will be obtained.

METHODS

The subjects were 515 undergraduate and 196 graduate students majoring in accounting at 24 universities. A mail questionnaire was used to collect data. The questionnaire was completed prior to beginning the job-search process. A section of the questionnaire listed 11 large public accounting firms and asked the students to rate how attractive a job with each firm would be. Another section of the questionnaire required the students to rate 11 outcomes (e.g., high pay, high job security, and warm personal relationships at work) in terms of attractiveness. A third section of the questionnaire asked the students to rate six firms on the basis of how much opportunity there would be for attaining each of the 11 work outcomes.

RESULTS

Correlational procedures were used to test the hypothesis. Only partial support for the usefulness of expectancy theory in predicting job attractiveness was observed. Job attractiveness was found to be a function of the probability of obtaining job outcomes. The attractiveness of the outcomes did not improve the prediction of job attractiveness.

TITLE: Job Selection by College Graduates

AUTHOR(S): Lee, S.M.

SOURCE: Personnel Journal, 1970, 49, 392-395

PROBLEM

Part of the study sought to determine the relative importance of 10 factors in the job-selection decisions of college graduates.

METHODS

All graduating seniors who used the placement office at one university were asked to complete a short questionnaire. A total of 514 usable questionnaires were chosen as the sample. The sample represented students from three colleges of the university: arts and sciences, business, and engineering. The students were asked to rate on a three-point scale the importance of 10 job-selection criteria. These criteria were appealing job, benefit plans, draft deferment, job security, location of the organization, opportunity for graduate study, potential for graduate study, reputation of the employer, salary, and type of people met at the company.

RESULTS

The mean rating for each factor was used to rank-order the factors. The data showed that appealing job was the most important factor considered in selecting a job, followed by potential for advancement, type of people met at the company, reputation of the employer, location of the organization, salary, opportunity for graduate study, job security, benefit plans, and draft deferment.

TITLE: The Plant Visit: A Crucial Area of Recruiting

AUTHOR(S): Lumsden, H.H.

SOURCE: Journal of College Placement, 1967, 27(3), 74-84

PROBLEM

Part of the study sought to determine the relative importance of eight factors in the job-selection decisions of college students.

METHODS

Fifty university seniors and graduate students served as subjects. Thirty-three students were enrolled in engineering fields of study and 17 in non-engineering fields of study. Data were collected through the use of a questionnaire. The questionnaire listed eight job-selection criteria and asked the students to rank these in terms of their influence in making employment decisions. The eight criteria were location, nature of the work, opportunity for achievement, opportunity for advancement, people with whom I work, salary, size of the town or city, and status of the employer.

RESULTS

In order to determine the relative importance of the eight factors, both the mean rank and the percentage of students ranking the factor either 1, 2, or 3 was computed. Results are presented for both the engineering and non-engineering students. The findings indicated that the two groups placed different emphasis on the same factors when making employment decisions. For the engineering students, the nature of the work and opportunity for advancement were ranked most important. For the non-engineering students, opportunity for advancement and opportunity for achievement were ranked most important.

TITLE: Successful Campus Recruiting

AUTHOR(S): Marks, B.K.

SOURCE: Personnel Journal, 1967, 46, 79-84

PROBLEM

Part of the study sought to identify the interviewing and recruiting methods used by highly successful campus recruiters.

METHODS

A special formula was developed to measure recruiter effectiveness. This formula included four factors (e.g., ratio of job acceptances to job offers made) weighted for importance. A questionnaire to measure these factors was sent to 144 recruiters. All the recruiters surveyed were involved in the recruitment of business administration majors. The data from the questionnaire were analyzed using the formula to identify the 15 most highly successful campus recruiters. Detailed case studies of the interviewing and recruiting methods used by these 15 recruiters were conducted.

RESULTS

Methods found to be commonly used by the recruiters included planned or depth interview approaches, note-taking during campus interviews, pre-interview contact with the students, prompt contact with those candidates in whom the organization is interested after the initial campus interview, and personal contact to make the job offer.

TITLE: What Compels Students to Interview?

AUTHOR(S): Mollica, L.R.

SOURCE: Journal of College Placement, 1969-70, 30(2), 71-74

PROBLEM

Attempted to identify the factors that influence college students to sign up for an interview with a particular organization.

METHODS

Five hundred and eighty-two graduating college students at nine institutions participated in the study. A questionnaire was developed especially for this study to measure interview-choice reasoning. The administration of the questionnaire was handled by placement directors at the various institutions. Included in the questionnaire was a list of 55 factors thought to influence college students to interview with a prospective employer. Some of these items were company advertising done in newspapers, size of the company, and reputation of the company's top management. The students were asked to rate each of the 55 items on a five-step scale of importance.

RESULTS

The five most important factors influencing students to interview with an employer were found to be: available jobs are challenging, there is present and future potential growth of company products, available jobs are what you have been specifically trained for, various available locations permit choice of areas in which to relocate, and the company has a reputation as a leader in its field.

TITLE: Intrasubject Predictions of Occupational Preference: The Effect of Manipulating Components of the Valence Model

AUTHOR(S): Muchinsky, P.M., and Taylor, M.S.

SOURCE: Journal of Vocational Behavior, 1976, 8, 185-195

PROBLEM

Part of the study evaluated whether occupational preferences could be predicted using a within-subject analysis of Vroom's model.

METHODS

Questionnaires were sent to 76 senior psychology majors at one large midwestern university. Forty-six students returned usable questionnaires. The questionnaire asked the students to rank-order eight positions in terms of preferability. The students were also asked to rank-order 15 outcomes in terms of attractiveness. These outcomes were: chance to benefit society; opportunity for advancement; chance to use your own special skills; variety in work assignments; chance to engage in satisfying leisure activities; friendly and congenial associates; good salary; stable and secure future; intellectual stimulation; credit-recognition; personal growth and challenge; interesting work; satisfaction derived from relationship to consumers; helping people; and sense of accomplishment. The questionnaire also required the students to rate the perceived likelihood that each outcome could be satisfied by each position.

RESULTS

Correlational and t-test procedures were used to examine the data. The results indicated that occupational preferences were accurately predicted using a within-subject analysis of Vroom's model. The outcomes found to be most attractive were personal growth and challenge, interesting work, and sense of accomplishment.

TITLE: Comparing Recruiter, Student, and Faculty Perceptions of Important Applicant and Job Characteristics

AUTHOR(S): Posner, B.Z.

SOURCE: Personnel Psychology, 1981, 34, 329-339

PROBLEM

Part of the study sought to determine how important various factors are to college students in choosing a job/employer.

METHODS

One hundred and forty-eight college seniors majoring in business served as subjects. The students were asked to rate 18 job characteristics on a seven-step scale in terms of how important each was to them in choosing a job/employer. These job characteristics included job security, opportunity to learn, freedom to do the job my own way, opportunity to use abilities, variety of activities, job title, opportunity for rapid advancement, type of work performed, challenging/interesting work, competent/sociable co-workers, opportunity to show superiors that I can perform effectively, company location, salary, fringe benefits, company reputation, company size, training programs, and travel opportunity. The students were also asked to rate 13 pay and fringe benefit factors on a seven-step scale in terms of how important each was in making the decision to accept a job. These factors included high beginning base salary, frequent salary increases, bonuses, stock options, retirement plans, vacation plans, medical insurance, life insurance, management development, health services, credit union, recreation facilities/programs, and counseling services.

RESULTS

The average ratings revealed that the most important characteristics in choosing a job/employer were challenging/interesting work, opportunity to use abilities, and opportunity to learn. The data on the pay and fringe benefit factors indicated that medical insurance benefits, management development programs, and frequent salary increases were considered most important in deciding whether or not to accept a job offer.

TITLE: Preselection: How Students Prescreen Employers

AUTHOR(S): Reardon, T.

SOURCE: Journal of College Placement, 1980, 40(2), 53-55

PROBLEM

This study attempted to identify the factors considered by college students to be influential in the decision to interview with a particular employer.

METHODS

The subjects were 768 university students visiting placement offices at eight universities. The students represented 64 percent of all the subjects who had been asked to complete a questionnaire. The questionnaire required the students to indicate the importance of 10 factors in prescreening employers. These factors were: employer is in a growth industry, fringe benefits, location of the employer, national or local reputation, opportunity for continued education, past history of growth/success, potential for advancement, prestige of working for the employer, responsibility/challenge/freedom, and salary. The students were divided into an above average and an average group on the basis of overall G.P.A. for the purpose of data analysis.

RESULTS

The data suggested that the above average and average groups differ in terms of relative influence of various factors in making the selection of an employer. For example, the three most influential factors for the above average students were found to be employer is in a growth industry, potential for advancement, and past history of growth/success; whereas for the average students the three most important factors were national or local reputation, location of the employer, and potential of advancement.

TITLE: The Effects of Realistic Previews: A Study and Discussion of the Literature

AUTHOR(S): Reilly, R.R., Brown, B., Blood, M.R., and Malatesta, C.Z.

SOURCE: Personnel Psychology, 1981, 34, 823-834

PROBLEM

This article describes a study that examined, among other things, the effects of realistic job previews on job-acceptance rates.

METHODS

The subjects were 842 job applicants offered service representative positions in 13 telephone company locations. Five hundred and fifty-five of the applicants were female and 287 were male. Two types of realistic job previews were used: a film and a job visit. The film was 21 minutes long and was designed to realistically depict job training and work. The job visit usually lasted 30 to 40 minutes and provided the applicants a chance to see the work in progress. After qualifying on a paper-and-pencil test battery, but before receiving a formal job offer, the applicants were assigned either to view the film, to visit the job, or neither.

RESULTS

Job-acceptance rates for the three groups of job applicants were compared using a chi-square test of association. The three groups were not found to differ. This finding led the authors to conclude that there is little support for the self-selection hypothesis, i.e., that realistic job previews are effective in stimulating job-offer declinations.

TITLE: Effects of Job Previews on Job Acceptance and Survival of Telephone Operator Candidates

AUTHOR(S): Reilly, R.R., Tenopyr, M.L., and Sperling, S.M.

SOURCE: Journal of Applied Psychology, 1979, 64, 218-220

PROBLEM

Part of the study tested the hypothesis that job candidates receiving realistic job information would have lower job-acceptance rates than candidates receiving either favorable job information or no special information.

METHODS

Three hundred and twenty-five applicants for the operator position in three telephone companies served as subjects. The applicants were randomly assigned to one of three job-preview conditions: realistic, favorable, and control. Those applicants in the realistic group were presented information that was balanced with respect to positive and negative aspects of the job. Applicants in the favorable group were presented only positive and neutral information about the job. The control group received no special information. The realistic and favorable information was presented before the applicants were offered the job.

RESULTS

Chi-square tests were used to evaluate the hypothesis. The results led the authors to state that the hypothesis was confirmed. It was found that the lowest percentage of applicants accepting jobs was for those applicants receiving the realistic job preview information.

TITLE: Perceived Monetary Value of Job Type, Company Size, and Location Among College Seniors

AUTHOR(S): Richardson, L.A.

SOURCE: Journal of Applied Psychology, 1966, 50, 412-416

PROBLEM

Studied the influence of four factors on the job choice of college seniors.

METHODS

The subjects were a random sample of 113 male seniors majoring in business administration. Sixteen hypothetical job offers were constructed by manipulating two levels of four variables: job location, starting salary, type of work, and company size. The students were presented 57 pairs of job offers. They were required to choose the one which they preferred.

RESULTS

A method of factorial-paired comparisons and a special scaling technique were used to analyze the collected data. The findings revealed that salary influenced the job choices more than location, type of work, or company size, but all the factors had a substantial influence on the job choice of the students.

TITLE: Favorable Impression Characteristics of the Recruitment Interviewer

AUTHOR(S): Rogers, D.P., and Sincoff, M.Z.

SOURCE: Personnel Psychology, 1978, 31, 495-504

PROBLEM

Assessed the effects of the recruiter's age, title, and presentation during a job interview on college students' impressions of the recruiter and his company.

METHODS

The subjects were 312 undergraduate students from a large university. Twenty-six students were assigned to one of 12 experimental groups. The groups were formed by the crossing of three levels of recruiter age, two levels of recruiter title, and two levels of recruiter presentation. These variables were manipulated through the use of a videotaped recruitment interview. One interview depicted a 20-year-old interviewer, another a 30-year-old interviewer, and the third a 50-year-old interviewer. The interviewer was introduced either with or without a title. The interview showed the recruiter making either a good or poor presentation. After viewing the recruitment interview in one of the 12 possible conditions, the students completed a semantic-differential scale in order to evaluate the interviewer and his company.

RESULTS

Analysis of variance procedures were used to evaluate the data. The results of the analyses suggested that recruiter title and recruiter age influenced the college students' evaluations, while nonfluent presentation may have had a selective influence on evaluations.

TITLE: Attitude Toward Invasion of Privacy in the Personnel Selection Process and Job Applicant Demographic and Personality Correlates

AUTHOR(S): Rosenbaum, B.L.

SOURCE: Journal of Applied Psychology, 1973, 58, 333-338

PROBLEM

Part of the study explored the attitudes of job applicants toward invasion of privacy in employee selection.

METHODS

A total of 1,392 job applicants for a diversity of jobs served as subjects. The sample included applicants within organizations engaged in manufacturing, publishing, retailing, transportation, and banking. Most of the subjects had a college or graduate school education. A special 66-item invasion of privacy questionnaire was developed for use in this study. It asked the respondents to indicate whether certain questions (e.g., birthplace of parents) constituted an invasion of their privacy. Responses were marked using a three-step rating scale.

RESULTS

Factor analysis was used to identify the major dimensions of invasion of privacy in the employment setting. Five factors were identified. These factors were named: family background and influences, personal history data, interests and values, financial management data, and social adjustments. The author concluded that the issue of invasion of privacy is a complex one that may not lend itself well to broad and sweeping legal restrictions. In general, it was found that applicants saw inquiry into the management of one's finances and family background as constituting the greatest invasion of privacy.

TITLE: Effects of Expected Job Characteristics and Interview Factors on Organizational Choice

AUTHOR(S): Rowe, P.M.

SOURCE: Psychological Reports, 1976, 38, 1011-1018

PROBLEM

Evaluated the importance of motivational factors in interview characteristics in making organizational-choice decisions.

METHODS

Twenty-eight college students who were involved in applying and interviewing for jobs served as subjects. Nineteen were males and nine females. Data were collected through the use of several questionnaires. One questionnaire was completed before the first interview to assess the importance of 15 job factors. These factors were: chance to benefit society, chance to contribute to important decisions, chance to exercise leadership, chance to learn new things, chance to use special abilities, desirable location, freedom from pressure to conform, freedom from supervision, friendly associates, high prestige and social status, high salary, opportunity for leisure activities, possibility for advancement, variety of work assignments, and working as part of a team. Following each interview, the students rated the likelihood that each factor would be obtained by working for the organization and rated several interview characteristics. After all the interviews were completed, the students were asked to rate their most preferred and least preferred job.

RESULTS

Correlational and t-test procedures were used to examine the data. The findings led the author to conclude that applicants select jobs which are better suited to their needs than jobs they reject. Favorableness of the interviews was also found to be associated with preferences for jobs.

TITLE: The M.B.A.: Some Job-Selection Criteria

AUTHOR(S): Ryans, J.K., and Hise, R.T.

SOURCE: Personnel Journal, 1967, 46, 444-447, 458

PROBLEM

Examined the relative importance assigned by M.B.A students to various factors when they evaluate prospective jobs and employers.

METHODS

Sixty-eight M.B.A. students at one university served as subjects for this study. These students were presented 11 job-selection criteria and asked to rank them in order from the most to least important. These criteria were company reputation, fringe benefits, job security, location, nature of work, opportunities for advancement, opportunities for graduate study, prestige of the industry, starting salary, training programs, and working conditions. Demographic data on each student were also collected.

RESULTS

Analysis of the data revealed that the most important factor considered by the subjects in selecting a job and employer was the nature of work, followed by opportunities for advancement, starting salary, working conditions, job security, company reputation, training programs, fringe benefits, location, prestige of the industry, opportunities for graduate study. The analysis also revealed that the importance rank was partly a function of the student's undergraduate major and marital status.

TITLE: Recruiter and Job Influences on Candidates for Employment

AUTHOR(S): Rynes, S.L., and Miller, H.E.

SOURCE: Journal of Applied Psychology, 1983, 68, 147-154

PROBLEM

The effects of job attributes and recruiter behavior on job applicant decisions following an interview were examined.

METHODS

Two studies were reported. In the first study, 133 undergraduate students viewed one of four videotaped job interviews for an entry-level sales position. The students were asked to imagine themselves in the role of the applicant and to be prepared to answer questions about the interview following its completion. The four versions of the interview were constructed by manipulating both recruiter affect and recruiter knowledge about the job. In the second study, 178 undergraduate students viewed one of four videotaped job interviews for the same sales position. In this study the four versions of the interview were constructed by varying recruiter affect and characteristics of the job itself. After viewing the interview, the students indicated among other things the desirability of the job/organization portrayed and whether they would pursue the job beyond the initial interview.

RESULTS

Multivariate analysis of variance procedures were used to evaluate the data. The results suggested that both recruiter behavior and job attributes influence the student's decision to pursue the job.

TITLE: Applicant Decisions in the Employment Interview

AUTHOR(S): Schmitt, N., and Coyle, B.W.

SOURCE: Journal of Applied Psychology, 1976, 61, 184-192

PROBLEM

Part of the study examined whether impressions formed during an interview influence the willingness of job applicants to actively pursue a job with the organization and to accept a job offer.

METHODS

A total of 237 undergraduate students who were interviewed for jobs at a university placement center served as subjects. Sixty-eight percent of these students were male. A mail questionnaire was used to collect the data. The main section of the questionnaire had 74 Likert-type items used to assess impressions of the students regarding their last interview. Another part of the questionnaire focused on assessing decisions made by the applicants as a results of their last interview.

RESULTS

Factor analysis of the impression ratings led to the identification of six factors. Multiple-regression procedures were used to investigate the potential impact of each impression factor. The results of these analyses suggest that two common impression factors are associated with both the willingness of job applicants to continue seeking a position and to accept a position offer with an organization. These two impression factors are the interviewer's personality and the way the interviewer present the job.

TITLE: What Students Look For In Jobs

AUTHOR(S): Schreier, J.W.

SOURCE: Journal of College Placement, 1981, 42(1), 57-61

PROBLEM

Sought to determine which factors influence college students the most when they choose their initial employer/job.

METHODS

A questionnaire was used to collect data. The questionnaire was completed by 1,399 students ranging in age from 16 to 57. Forty-six percent of them were college students or graduates. Included in the questionnaire were descriptions of three employment positions. These positions were with an electronics firms, an energy firm, and a consulting firm. The three jobs differed substantially. The students were asked to select the job they preferred and then to rate 20 factors in terms of how much each factor was considered in making the job choice. The job-choice factors studied were benefits, chance to benefit society, chance to exercise leadership, chance to learn new skills, company image, company size, contact with colleagues, contact with superiors, job duties, job security, leisure activities, location, opportunity for advancement, pace/stress, prestige/image of job, product/service, salary, travel, variety of assignments, and work climate.

RESULTS

The data indicated that the five most influential factors in job choice were opportunity for advancement, job security, chance to learn new skills, salary, and job duties. The findings also revealed that the relative importance of the 20 factors differed substantially between the female and male students responding to the questionnaire.

TITLE: College Student Preferences for Types of Work Organizations

AUTHOR(S): Sheard, J.L.

SOURCE: Personnel Journal, 1970, 49, 299-304

PROBLEM

Sought to determine the attitudes of college students toward working in various types of organizations.

METHODS

Three hundred and eighty-two junior and senior students served as subjects in this study. These subjects were classified into seven groups on the basis of their fields of study. The students were predominantly males. A questionnaire was used to collect the data. The questionnaire used a forced-choice format that required the students to select from pairs of organizations the type of organization which they would prefer as a place of work upon completion of their college degrees. The pairs of organizations were all possible combinations of six types of organizations: Federal government, military service, large corporation, small business, state government, and educational institution.

RESULTS

The average proportion of times the organization type was preferred over the five other types was computed. The data showed that when forced to choose among types of organizations, college students in this study generally preferred the large corporation over other types of organizations. The data also indicated that military service and state government organizations received the lowest and next to lowest average preference. The average preferences were found to vary substantially among students enrolled in different major fields of study.

TITLE: Intrasubject Prediction of Preferences for Organization Types

AUTHOR(S): Sheard, J.L.

SOURCE: Journal of Applied Psychology, 1970, 54, 248-252

PROBLEM

Studied the relationship between work goals and preferences of college students for types of organizations.

METHODS

The subjects were 382 junior and senior students. Most of the students were male. Data were collected through the use of a questionnaire. One section of the questionnaire required the students to rate the importance 20 work goals would have in seeking a full-time job upon completion of their college degree. Another section of the questionnaire asked the students to indicate from among six types of organizations the one(s) they would prefer as a place to work upon completion of their program of study. A third section of the questionnaire required the students to rate the extent to which they believed each of the 20 work goals was attainable by working in each of the six types of organizations.

RESULTS

Correlational procedures were used to evaluate the data. It was found that college-student preferences for types of organizations were related to student perceptions of the attainability of the work goals. The inclusion of data on the importance of work goals did not enhance the prediction of preferences for types of organizations. The latter finding was described as being at variance with Vroom's theory.

TITLE: Comparative Analysis of Expectancy and Heuristic Models of Decision Behavior

AUTHOR(S): Sheridan, J.E., Richards, M.D., and Slocum, J.W.

SOURCE: Journal of Applied Psychology, 1975, 60, 361-368

PROBLEM

Vroom's expectancy model was compared to Soelberg's general decision process model in terms of effectiveness in explaining job selection.

METHODS

The subjects were 49 graduates of a three-year nursing diploma program. Data were collected over a five-month job-search period through the use of questionnaires. On a monthly basis, each nurse rated her valence for 19 outcomes and evaluated the importance of each outcome as a criterion for selecting a job. Some of the outcomes studied were: work in special field of interest; have a secure future; have attractive work hours; participate in team effort; have a high salary; have attractive fringe benefits; benefit the community; and have high status. Following each job interview, the nurses were asked to rate their expectancy of receiving a job offer and their perceived instrumentality that the job would have each end outcome. The nurses also completed several other questionnaires designed to probe how they reached their decision to select a particular job.

RESULTS

The data collected favored Vroom's expectancy model over Soelberg's general decision model in explaining the job-choice process. The authors concluded from the data analysis that individuals are motivated to select a particular job by the cumulative force emanating from the expected outcomes.

TITLE: Modeling Effort Decisions with Behavioral Decision Theory: Toward an Individual Differences Model of Expectancy Theory

AUTHOR(S): Stahl, M.J., and Harrell, A.M.

SOURCE: Organizational Behavior and Human Performance, 1981, 27, 303-325

PROBLEM

One of the four studies presented in this article investigated the applicability of the multiplicative force model from Vroom's expectancy theory in predicting job attractiveness and effort exertion to get a particular job.

METHODS

The subjects were 59 male seniors majoring in accounting. A questionnaire was used to collect data. The questionnaire described a job in terms of four instrumentalities and one expectancy. The instrumentalities dealt with the following salient outcomes: geographic location, use of special skills and knowledge, professional development opportunities, and salary. Ratings of the job's attractiveness and the level of effort that would be exerted to get the job were obtained through the use of the questionnaire.

RESULTS

Regression procedures were used to evaluate the data. The findings suggested that an additive model was in many cases a better predictor of job attractiveness and job search effort exertion than Vroom's multiplicative force model. It was hypothesized that the differences in the effectiveness of the two models are attributable to individual differences in cognitive processing of the job information.

TITLE: Organizational Entry Preferences Based Upon Social and Personnel Policies: An Information Integration Perspective

AUTHOR(S): Strand, R., Levine, R., and Montgomery, D.

SOURCE: Organizational Behavior and Human Performance, 1981, 27, 50-68

PROBLEM

Two studies were conducted to investigate the influence of various organizational policies on the perceived attractiveness of organizations.

METHODS

The subjects for the first study were 15 senior social science majors from a large midwestern university. The second study had 40 senior social science majors, 40 senior engineering majors, and 40 senior business majors as subjects. Descriptions of various organizations were presented. These descriptions were prepared to reflect one or two of the four organizational policies being investigated in this study. The four organizational policies were pay, environmental protection, individual development, and fair employment. Three levels of each policy were manipulated in the descriptions. The students were asked to assume that in each organization they would be entering the same job. After reading each organizational description, the students were instructed to indicate their expected satisfaction working for the organization.

RESULTS

Analysis of the data suggested that the organizations's policy regarding individual development has the greatest effect on determining the attractiveness of organizations. It was also found that a linear averaging model adequately predicted organization preference.

TITLE: Students Rate the College Recruiters

AUTHOR(S): Sutton, K.E., and Carleton, F.O.

SOURCE: Journal of College Placement, 1962, 23(1), 27-28 & 108-112

PROBLEM

Part of the study attempted to identify the traits and techniques associated with successful and unsuccessful campus interviewers.

METHODS

Two thousand students attending 500 colleges were asked to complete a questionnaire. The participating students were described as having been interviewed by five or more recruiters. One thousand students were asked to rate the recruiter who impressed them as being the "best." The other 1,000 students were asked to rate the recruiter who impressed them as being the "worst." Seven hundred and fifty-six students returned the usable questionnaires. Four hundred and thirty-four rated the "best" recruiter and 322 the "worst." A total of 185 interviewer traits/techniques were evaluated by each student. The rating of each factor was accomplished using a five-step scale.

RESULTS

Data analysis was accomplished by computing a point-biserial correlation coefficient for each of the 185 factors. The factor that was most discriminating between the "best" and "worst" interviewers was characterized by the statement "is the type of person I'd like to work with." Two other very discriminating factors were associated with the statements "made the applicant feel the interview accomplished something" and "seemed sincerely interested in my joining his company." The most discriminating factors were often found to relate to the recruiter showing concern for the needs of the student.

TITLE: The College Recruiter: A Critique

AUTHOR(S): Sutton, K.E., and Carleton, F.O.

SOURCE: Journal of College Placement, 1964, 24(4), 23-25 & 104-113

PROBLEM

Part of the study focused on identifying what college students, placement directors, and recruitment managers perceive as qualities of an effective campus recruiter.

METHODS

The methods and findings for the group of college students were reported earlier in another article by the same authors (see "Students Rate the College Recruiters" in the Journal of College Placement, 1962, 23(1)). This article describes how the earlier study was repeated on a group of 367 placement officers and a group of 456 recruitment managers. As in the first study, a lengthy questionnaire was used to collect the data. Some of the respondents were asked to rate the recruiter who impressed them as being the "best" while the other respondents were asked to rate the recruiter who impressed them as being the "worst." Ratings of the numerous factors were accomplished using a five-step scale.

RESULTS

Point-biserial correlations were used to evaluate each factor. Numerous qualities of the "best" recruiter were derived from the data from both the perspective of the placement officers and the recruitment managers. For example, placement officers believe that the "best" recruiter has the ability to maintain the confidence and support of his own management as well as that of the placement officer and student.

TITLE: Campus Recruiting: Key Functions of College Relations

AUTHOR(S): Swails, R.G., and Pitts, R.A.

SOURCE: Journal of College Placement, 1982, 42(3), 58-62

PROBLEM

Part of the study sought to identify the relative importance companies attribute to nine different on-campus promotional activities.

METHODS

One hundred and fifty firms recruiting in the eastern or mid-Atlantic regions were mailed a questionnaire. One hundred and four of these firms returned usable questionnaires. Thirty-four firms were characterized as large (having more than 20,000 employees), 34 as medium (having between 6,000 and 15,000 employees), and 36 (having less than 2,000 employees). Part of the questionnaire listed nine on-campus promotional activities and asked the respondents to rank-order these in terms of importance in promoting the company on campus. These promotional activities were: advertising in the student newspaper, audiovisual materials provided to the placement office, career days, hiring faculty as consultants, hiring students on a short-term basis, informal relationships with key faculty, inviting preselected students to interview, sponsorship of student projects, and written materials provided to the placement office.

RESULTS

Regardless of company size, hiring students on a short-term basis was viewed by the companies as the most important method of promoting the company on campus. Medium- and small-sized companies viewed written materials as second in importance while large-size companies ranked informal relationships with key faculty and audiovisual materials as second in importance.

TITLE: A Decision Process Model for Predicting Job Preferences

AUTHOR(S): Swinth, R.L.

SOURCE: Journal of Applied Psychology, 1976, 61, 242-245

PROBLEM

Tested the usefulness of a "discrimination net survey" in predicting actual job choices.

METHODS

The subjects were 28 graduate students in business. These students were asked to describe their decision processes involved in selecting a job offer in the form of a decision tree using job attributes they considered to be important as the basis of branching. This method was called a "discrimination net survey." The survey was used by the students to sort actual job offers into either an acceptable category or a reject category. The decision process resulting from the survey required the student to weigh the relative importance of a large number of job attributes. Data on the final job choice of each student was also collected.

RESULTS

It was found that the specific job offer actually accepted by 23 of the 28 students was, in fact, sorted by their model into their acceptable category. The author went on to conclude that the results suggest strong support for the notion that a discrimination net survey is a good predictor of a job applicant's job choice.

TITLE: The Role of Personality and Organizational Images in the Recruiting Process

AUTHOR(S): Tom, V.R.

SOURCE: Organizational Behavior and Human Performance, 1971, 6, 573-592

PROBLEM

Examined the role of certain subjective factors in the organizational-choice process.

METHODS

The subjects in this study were 100 college students registered with a placement center at one major university. Twelve subjects were females and 88 males. The students were asked to identify the organizations they would most and least prefer to work for. The students were then instructed to describe their most and least preferred organizations using adaptions of the Adjective Check List and the Study of Values. One week later, the students were asked to describe themselves using these same two instruments. Based on an extension of Super's theory of vocational choice, it was hypothesized that the similarity between an individual's description of himself and his description of the organizations which he most prefers would be greater than the similarity between an individual's description of himself and his description of the organization he least prefers.

RESULTS

Correlational and t-test procedures were used to evaluate the data. The findings lent support to the hypothesis and thus to the extension of Super's theory of vocational choice to organizational choice. The results were described by the author as strongly supporting the Subjective Factor Theory of recruiting.

TITLE: Organizational Choice: A study of Pre- and Postdecision Processes

AUTHOR(S): Vroom, V.H.

SOURCE: Organizational Behavior and Human Performance, 1966, 1, 212-225

PROBLEM

Part of the study tested the hypothesis that the attractiveness of an organization to a prospective member will be directly related to the extent to which the individual believes organizational membership is instrumental to the attainment of goals.

METHODS

The subjects were 37 students enrolled in a master's degree program in industrial administration. The students completed a lengthy questionnaire approximately eight weeks before graduation. They were asked to rate 15 job goals (e.g., chance to learn new things, opportunity for advancement, and freedom from supervision) on the basis of importance. Additionally, the students were asked to list three organizations with which they were most interested in seeking employment and then to rate each of the 15 goals in terms of the extent to which they believed that the attainment of the goal would be possible within each of the three organizations. The students were also asked to rank and rate the three organizations according to attractiveness. Approximately four we later, the data collection was repeated.

RESULTS

The data analysis led the author to conclude that the hypothesis was strongly supported. It was found that the attractiveness of an organization was positively related to the perception of the student that important goals are attainable in that organization.

TITLE: Carnegie Gets the Answer

AUTHOR(S): Wangeman, C.E., and Ryan, J.D.

SOURCE: Journal of College Placement, 1957, 18(1), 39-42

PROBLEM

Part of the study sought to determine the factors influencing the decision of college students to sign up for an interview with a company and the decision to accept a job offer.

METHODS

Two hundred and three senior engineering and science students who accepted a full-time position completed a questionnaire. Nine factors thought to influence students to interview with a company were listed on the questionnaire. These factors were company literature, company name, company recruitment advertising, location of company, previous employment, recommended by classmates, recommended by faculty, recommended by parents and friends, and size of company. These students were asked to check one or more of these factors. The questionnaire also listed eight factors thought to influence students to accept a job offer. These factors were company reputation, educational benefits, location, opportunity for advancement, size of company, starting salary, training program, and type of job. The students were asked to rank-order the five most important factors.

RESULTS

The data indicated that the location of the company and the company name had the greatest influence on the decision to interview. It was found that type of job and opportunity for advancement had the greatest influence on the decision to accept employment.

TITLE: Effects of a Realistic Job Preview on Job Acceptance, Job Attitudes, and Job Survival

AUTHOR(S): Wanous, J.P.

SOURCE: Journal of Applied Psychology, 1973, 58, 327-332

PROBLEM

Part of the study compared the influence of a realistic and an unrealistic job preview on the decision of the applicant to accept or reject a job offer.

METHODS

About 80 female applicants for a telephone-operator job served as subjects in this study. Each applicant was shown one of two job-preview films about the telephone operator's job. This showing occurred after a job offer was made but before the applicant made the decision to accept or reject the offer. One job-preview film was described as unrealistic since it presented mostly good information about the job. The other film was described as realistic since it presented both good and bad information about the job. Both films were 15 minutes long. About four minutes of film time were the same in both films.

RESULTS

The findings clearly indicated that the job previews had virtually no effect on job-acceptance decisions. Regardless of which film was seen, practically all the applicants accepted the job offer.

TITLE: Job Expectancy and Survival

AUTHOR(S): Weitz, J.

SOURCE: Journal of Applied Psychology, 1956, 40, 245-247

PROBLEM

Part of the study investigated the effect of realistic job previews on job acceptance.

METHODS

This study was completed in one insurance company. Fifty-two district offices were assigned to serve as an experimental group and 51 offices as a control group. These two groups of district offices were closely matched on a variety of critical factors. For a period of six months, all applicants for the job of insurance agent in the experimental district offices received a job description booklet before they were extended a job offer. No applicants in the control group received the booklet. The booklet was prepared to communicate in detail the kind of work the job required.

RESULTS

Data analysis was conducted to determine the possibility that giving a clear picture of the job to applicants may have made it more difficult to hire an agent. The findings did not indicate this to be the case. The author concluded that the job description booklet did not slow up the hiring procedure.

TITLE: Organizing the Plant Visit for a Crowded Christmas

AUTHOR(S): Wheeler, J.L.

SOURCE: Journal of College Placement, 1967, 28(1), 58-61

PROBLEM

Compared an experimental group approach to the traditional individual approach of plant visits regarding the effect on job-offer acceptances and rejections.

METHODS

The company encouraged students to make their plant visit during the Christmas holiday vacation period. Forty-five students visited the plant on the same two days. Fifteen top administrative personnel served as hosts. The students were divided into three groups of 15 each for most activities. These activities included tours of the facility and the community and a series of interviews.

RESULTS

The number of job-offer acceptances and rejections of the 45 members of the experimental group were compared with those of 45 students of similar degree levels who visited the plant under normal individual conditions. The data indicated that the overall acceptance and rejection rates were not substantially different.

TITLE: Perquisites: Another Tool for Recruitment

AUTHOR(S): Wright, P.L.

SOURCE: Journal of College Placement, 1983, 43(2), 48-52

PROBLEM

Part of the study sought to determine the relative importance of 30 perquisites in the choice of an employer.

METHODS

The subjects were 242 senior undergraduate and 137 graduate students enrolled in a business administration program. The sample included 151 females and 228 males. A questionnaire listing 30 perquisites was used to collect data. These perquisites were described as belonging to one of seven groupings: personal identity (e.g., business cards), economic autonomy (e.g., discretionary expense account), influence status within the hierarchy (e.g., reserved parking place), group belongingness (e.g., sabbatical leave), conspicuous consumption (e.g., first-class travel), constraint amelioration (e.g., company-paid seminars for professional growth), personal/company convergence (e.g., use of or access to recreational/entertainment facilities). The students were asked to rate each of the 30 perquisites on a five-step scale in terms of the effort they would expend to attain the perquisite.

RESULTS

The data showed that having a private office was rated the highest, followed by a private phone, stock options, after-hours access to the building, business cards, a discretionary expense account, company-paid seminars for professional growth, a personal secretary, a reserved parking space, use of a company car, and a sabbatical leave. Subgroup differences (e.g., between females and males) are also reported.

TITLE: Job Preview Effects During the Critical Initial Employment Period

AUTHOR(S): Zaharia, E.S., and Baumeister, A.A.

SOURCE: Journal of Applied Psychology, 1981, 66, 19-22

PROBLEM

Part of the study investigated the effect of realistic job previews on the willingness of job candidates to accept job offers.

METHODS

Applicants for the position of developmental technician at a large residential facility for retarded persons served as subjects. Two studies were conducted. In one study, 149 applicants reviewed a written job preview containing realistic and candid descriptions of the job characteristics. Another group of 129 applicants was not given the job preview. In the second study, 38 applicants received the realistic job preview, but in a videotape format. This second study also included 82 applicants who were not presented the job preview.

RESULTS

Analysis of the data revealed that the job-acceptance rates of the groups receiving the realistic job previews and the groups not receiving the previews were not substantially different.